Saturday Review

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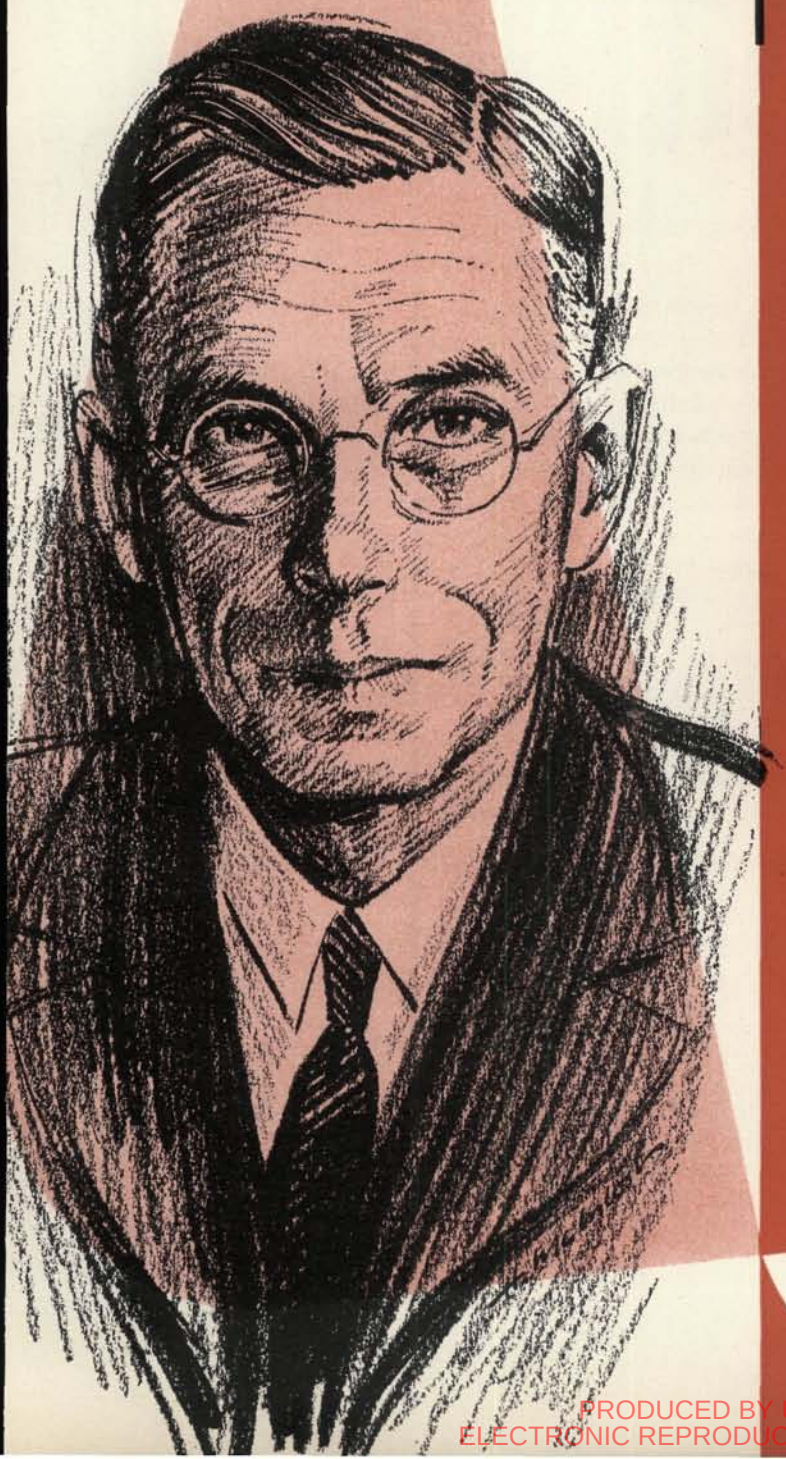

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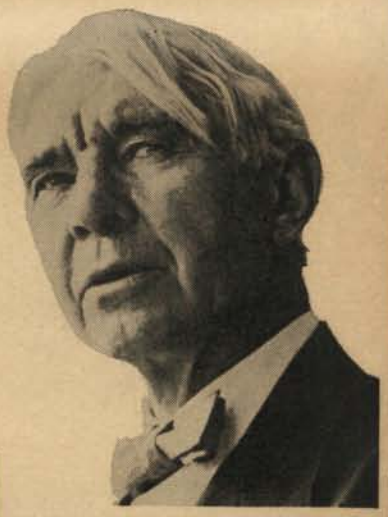

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Good News

▶ UNESCO's Director General reports that half a million people in eight countries have now contributed some $75,000 worth of educational equipment to twenty-nine countries, using UNESCO Gift Coupons. Also, nearly two and a half million dollars' worth of UNESCO Book Coupons have been issued to thirty countries. The Book Coupon is not an international gift scheme, but is designed as a medium of exchange to help soft-currency areas buy educational materials produced in hard-currency countries.

▶ Those who have proclaimed we are an unbiblical generation may be disappointed in learning that the new Revised Standard Version of the King James Bible has set new publishing records. A total of 1,600,000 copies of the best seller were sold in the first eight weeks of its publication date.

▶ An international camp for children and young people will be established in Stockholm in 1953 in connection with the seven-hundredth anniversary of the Swedish capital. Similar camps, established for the purpose of broadening international understanding, were held in the United States two years ago and in France last year.

▶ The International Labor Organization reports that the social security systems in effect in various parts of the world now cover, with some kind of protection, a tenth of the world's population. In San Francisco a young widow recently became the 5,000,000th person in the United States to receive a payment since the Social Security program went into effect in January 1937. The program covers 80 per cent of all jobs in the country and 62,000,000 persons are now insured for benefits on the basis of their employment in covered work.

▶ From the Federal Prison Bureau comes information that a five-year rise in the nation's prison population ended in 1951 with a substantial reversal in the trend. At the end of 1951 there were some 900 fewer convicts in state and Federal institutions than the total at the end of 1950.

▶ Samuel Goldwyn, producer of "Hans Christian Andersen," disclosed that he will make prints of the film freely available to audiences of underprivileged children, newsboys, shut-ins, orphans, and others in all the cities of the world who might normally be deprived of the opportunity of seeing the picture.

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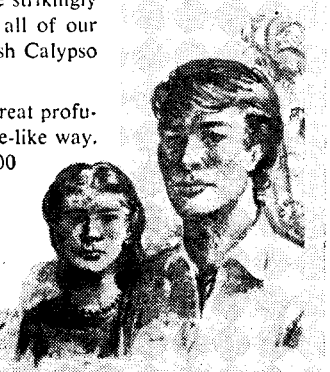

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John Masters' new novel, an exciting adventure of the human heart and spirit, is the story of Robin Savage, who, to thwart Russia's threat to India in 1880, took on single-handed a deadly and terrifying mission. Accompanied only by his Gurkha orderly, Robin began a journey that took him from the sweltering deserts of Afghanistan and the lung-numbing heights of the Pamirs, to a desperate denouement. By the author of *Nightrunners of Bengal* and *The Deceivers*. $3.00

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A STATEMENT BY

STANDARD OIL COMPANY (NEW JERSEY)...

presented here, in the belief that Saturday Review *readers are particularly interested in the policies and operations of American business in foreign countries, and in their effects on the economic life and security of the free world. It is adapted from an article published recently in* The Lamp, *Jersey Standard's magazine for its employees and stockholders. Because of the significance of the article, and the wide attention it attracted, the Company has been urged to present it in this way so as to reach a larger audience.*

This statement has also appeared as a public interest advertisement in Harper's Magazine *and* The Atlantic.

Jersey Abroad

NO MORE than thirty years ago there was doubt whether Americans would have any share at all in developing the great oil resources of the Middle East. Their present extensive participation in the development of foreign resources has only been brought about through years of negotiation in the face of rapidly changing and often difficult conditions.

It has been fortunate for the world that these supplies have been made available. Since the close of World War II, the demand for oil has risen at an unprecedented rate as the world has turned more and more to petroleum as a source of energy.

On top of these expanding needs, the world oil industry has had to meet one emergency situation after another: the unexpected growth of liquid fuel demand at home, the pace of European recovery, mounting defense needs, the war in Korea, the shutting down of the world's largest refinery at Abadan in Iran. Each situation has tested the resourcefulness of petroleum suppliers.

Foreign Oil and National Security

The discovery and development of foreign oil has also been fortunate for the United States from the standpoint of national security.

For military needs, U.S. domestic supplies have been supplemented from foreign sources: in World War I, by oil from Mexico; in World War II, by oil from Venezuela and, in the later stages, by Middle East oil.

Today, imports from abroad are helping to supplement U.S. oil reserves. The United States is no longer a net exporter of oil, but has become a net importer. Sensible use of foreign oil leaves the United States with that much more in the "bank of oil reserves," with that much more to face uncertain conditions ahead.

Then, too, modern defense logistics have already resulted in the establishment of far-flung forward sea and air bases. Tanker hauls, as World War II proved, are an important consideration in such logistics. U.S. bases abroad can often best be supplied by sources far from our shores. Oil from Iran served this function in World War II. But now that Iran can no longer be counted on, it is fortunate that oil sources in Iraq, Saudi Arabia, Kuwait, and other Middle East areas have been developed to the point where they can take the place of Iranian oil.

From Potential Resource to Real Value

Petroleum was deposited aeons ago over the face of the earth quite irrespective of the location of the nations which depend on it today for energy. To search out these deposits, develop them, and bring their products to market has required the development of scientific and highly specialized business enterprises. They are enterprises which have required initiative, special skills, and the creation of intricate industrial mechanisms of many kinds.

In the United States, anyone with sufficient credit to hire a rig and negotiate a lease, whether he is a citizen of this country or not, can go out and drill for oil; for usually subsoil mineral rights belong to the owner of the land, and he may dispose of them as he sees fit.

This is not true of most other lands, where, with few exceptions, mineral rights belong to the government.

Large-scale Enterprise Needed

To these governments potential oil deposits are of vital interest. If discovered, oil is an important and often major source of revenue. It is natural for them to seek assurance of large-scale, prompt, and efficient development of such resources. For this reason they usually let their concessions for oil development over a large area to one company or to a single enterprise in which several companies have joined. The commitment to develop oil resources on such a large scale requires an outlay of capital far beyond the resources of the lone wildcatter and often beyond the resources of a single large company.

In Saudi Arabia, for example, the first concession was obtained by Standard Oil Company of California alone. Later, as the development grew, Standard of California was joined by The Texas Company.

As the enterprise continued to grow Standard Oil Company (New Jersey) and Socony-Vacuum Oil Company also joined in participation, the former to the extent of 30 per cent, the latter 10 per cent.

To date, a total of more than $500

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million has been spent in developing Saudi Arabian oil. This investment has been necessary both to find and produce the oil itself and to provide many types of installations and transportation systems. Among the latter has been one of the great engineering achievements of our time, the building of a pipeline across more than 1000 miles of empty desert from the Arabian oil fields to the eastern Mediterranean.

Only by putting this investment to work in record time has it been possible to raise the output of Saudi Arabian fields from 160,000 barrels a day in 1946 to more than 850,000 barrels daily in 1952—thus making available a greatly needed addition to world oil supply.

There are other reasons why large aggregations of capital are essential to foreign oil operations. Great risks must be assumed in the search for oil. Even after extensive exploration no one can say for sure that the oil is there until the derrick has been set up, the hole drilled, the pipe put down, and the well brought in.

A Jersey affiliate, for example, spent $15 million in Egypt and found only an uneconomic trickle of oil. Jersey and Shell, in a joint exploration venture, spent years and millions of dollars in a futile search for oil in Ecuador. Iraq Petroleum Company has spent millions of dollars in Lebanon, Syria, Palestine, and other regions without finding oil.

Even where oil is finally found in commercial quantities, the discovery is often preceded by years of unfruitful and costly search. Jersey's Canadian affiliate, to name just one instance, carried on the search unsuccessfully for twenty-five years, drilling 134 dry holes at a cost of some $23 million, before the first flowing well was brought in and development of the great new reserves of western Canada began early in 1947.

Obviously, only companies having resources large enough to offset losses with successful ventures elsewhere can take such great chances as those we have mentioned.

Since negotiations, exploration, and development work often spread out over long periods of time—sometimes over decades—the job of getting commercial quantities of oil, the risks of war and political upheavals must be added to the purely financial ones.

Nor do large expenditures cease with the finding and development of oil deposits. Transport facilities and installations of many kinds, including costly refineries and pipelines, have to be built before the oil in usable form finally reaches the consumer.

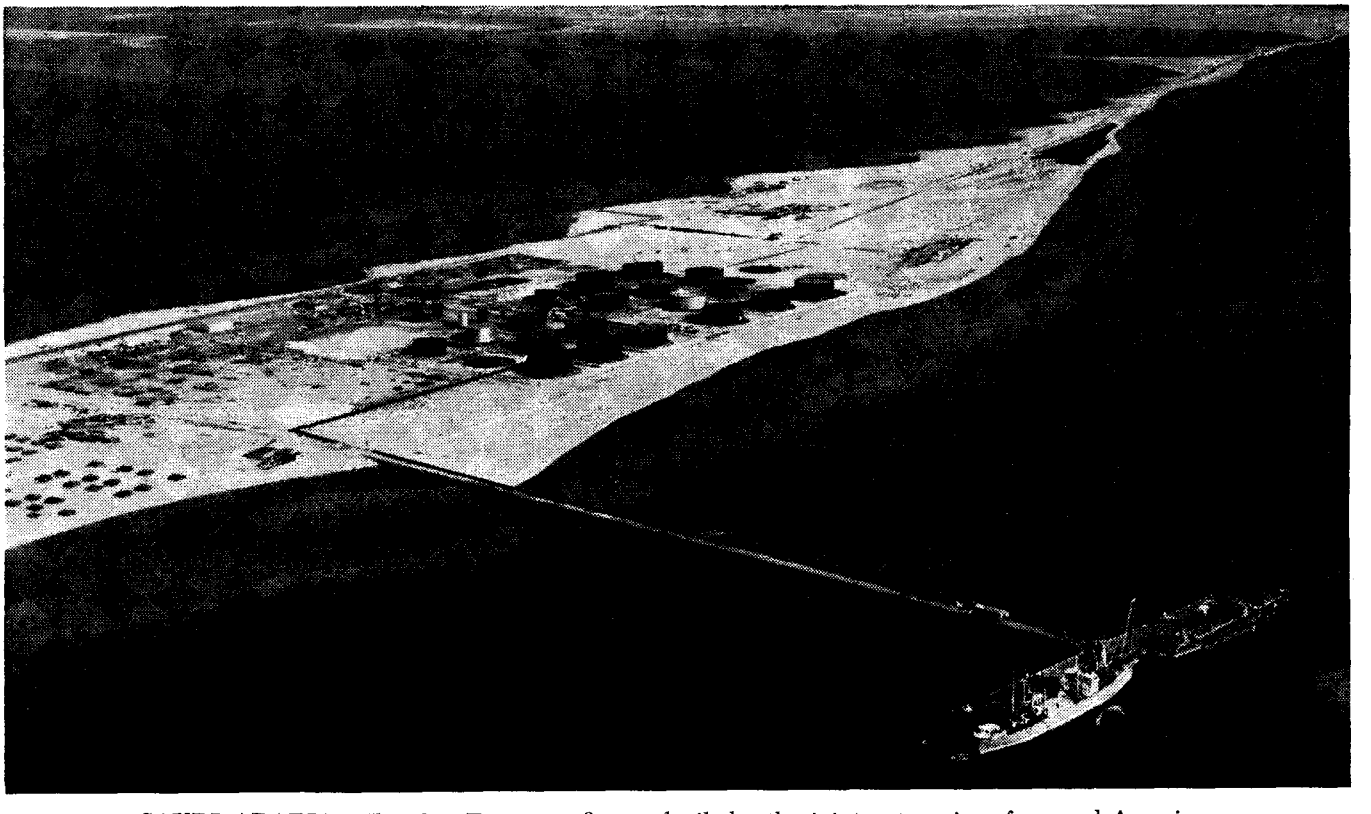
Private Capital and World Progress

Through building up a long-term record of fair return, international oil companies have become economic instruments through which private capital can be funneled into the development of foreign oil resources.

This contributes to the stability and progress of other nations, while adding strategically to our national security.

A special Senate committee investigating petroleum resources in 1947 had this to say about the benefits to foreign countries from the investments of American oil companies:—

"The prospect of improved living standards abroad is further enhanced by the manifold benefits to foreign countries through the very presence of the American oil investment therein. Likewise the social and educational benefits, resulting from the American investment and the policies of the companies, are manifold. . . . Thousands of the nationals of these countries find welcome employment.



SAUDI ARABIA: The Ras Tanura refinery, built by the joint enterprise of several American oil companies, supplies the countries of Europe with petroleum products vital to their security.

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skilled and unskilled, by the oil companies, and other thousands find employment indirectly as the result of such large-scale operations. Homes, hospitals, schools, highways, port works, power and light plants, telephones and telegraph lines, airports, water wells, facilities for drainage, irrigation, sanitation, etc., have been constructed in many parts of the world where they have been rarities."

The report of President Truman's Materials Policy Commission cites Venezuela as "a particularly striking example. . . . The government's foreign exchange earnings from oil amount to about $500 million annually, providing over 90 per cent of the country's exchange earnings, and 60 per cent of government revenue is derived from oil."

Exporting an Economic Idea

Jersey seeks constantly to have its foreign affiliates stand among the peoples of other lands as working examples of free competitive enterprise.

This is not always easy. Many countries regard the limiting of competition by government regulation as the best way to do business, a point of view very different from that held in the United States. Moreover, petroleum laws in some countries contain restrictive provisions designed to assure wise use of this resource. The conservation and proration statutes in the United States are an example. Jersey, of course, conforms to and supports such laws.

Although Jersey affiliates abroad must conform to local laws and customs, they have been able to make progress over the years for the American concept of free enterprise by maintaining a position against restrictions.

In 1928, Jersey was one of five American oil companies which, with the active support of the State Department, won for the first time the right of Americans to participate in development of Middle East oil.

The undertaking was to a degree restrictive in nature, for the participating companies were bound by a pact that none of them would act independently in the production or refining of crude oil within an area marked by a red line on the map. The pact, the provisions of which have been widely published, came to be known as the "Red Line Agreement."

Only by submitting to that condition were the American companies able to gain a foothold in Middle East oil development.

After World War II, however, Jersey was able to become free of this restrictive agreement and to participate in another Middle East oil development through the Arabian American Oil Company.

Although the large units engaged in the foreign oil business often join together for the production of oil, for reasons previously described, competition among them for the world markets remains keen.

Oil taken by a participant in a joint undertaking, such as Iraq Petroleum Company or Arabian American Oil Company, for example, becomes competitive with the oil which is taken by another participant as soon as it is pumped into a tanker at a Middle East terminal to be carried to consuming areas. This competitive condition continues through the many stages of transport and processing, right up to the consumer.

Moreover, any oil from the Middle East must compete in the world not only with other Middle East oil, but with oil from Texas, Venezuela, or other producing areas.

A Record of Achievement

Large-scale overseas enterprises have had to proceed without charts. American oil companies have had to find their own way as best they could. They have had to be flexible enough to conduct their business amid constantly changing situations and conflicting viewpoints.

Paramount among those viewpoints have been those of the people and the government of the United States, the land of their incorporation.

The Jersey company takes pride in the record of its operations in the public interest, of its contribution to the stability and progress of the modern world through the efficient and scientific development of a valuable resource.

In those operations, the company has been guided, and is guided today, by certain broad principles:—

Jersey is against cartels, and all such restrictive arrangements, including those which would control prices or allocate markets.

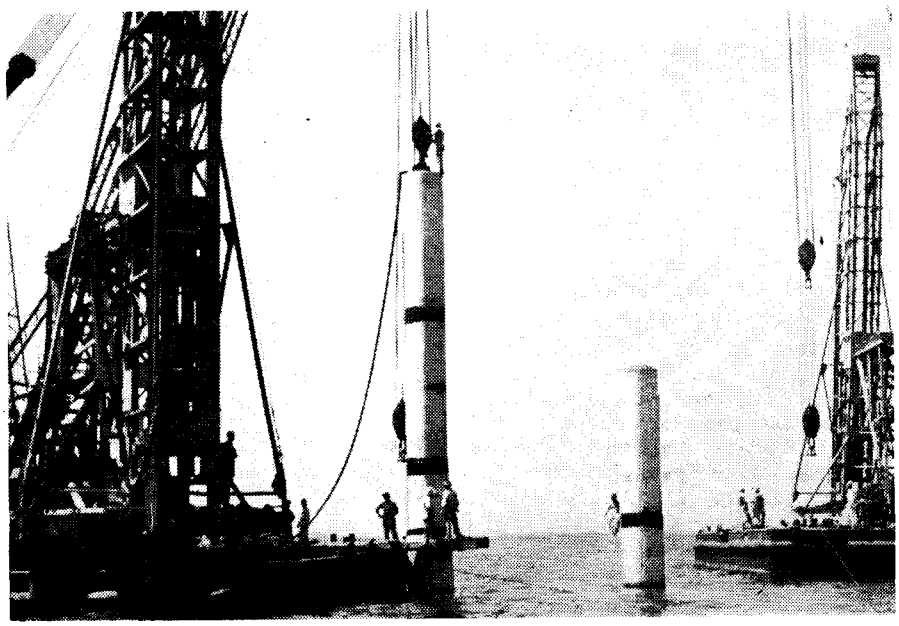
Jersey conducts its business affairs in an open and straightforward way.

Jersey is careful to inform interested departments of government of significant moves in the foreign field.

Jersey advocates vigorous competition as the best way of doing business anywhere in the world.

Jersey believes that the free flow of goods and of services among nations is essential to world progress.

Jersey believes that its business must contribute to the economic development of all countries where it has interests.



VENEZUELA: Pile drivers sink a caisson used in drilling beneath Lake Maracaibo's bottom.

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ECONOMIC HYPOCHONDRIA

WE PAUSE (as is the required annual custom) and grope for a few profound but ambiguous phrases designed to convey the impression that this particular minor prophet knows exactly where we are and whither we are heading. However, being neither a military expert nor a political expert, we obviously have little current standing as commentators go. Furthermore, it is difficult to compete with the precise and pontifical pronouncements of Messrs. Kiplinger, Winchell, et al.

Not realizing our sense of inferiority, people keep asking us "where do we go from here?" and, with a disquieting display of naivete, insist that we chart for them a safe and increasingly remunerative course in a world seemingly destined to explode in our collective (forgive the expression) faces at any moment. We wish we could help. We wish we could think of some wise and simple solution, short of hara-kiri or marijuana, that would do the job.

MORE AND MORE, our economic system is coming to resemble a person who relies on sedatives at night, in order to sleep, and then loads up with stimulants by day so as to keep awake. We inflate with one hand and deflate with the other, thus leading a kind of Dr. Jekyll and Mr. Hyde existence which is very confusing to the latter day Nostradamuses trying to piece together an orderly sequence of cause and effect.

Prosperity continues to stagger along nervously and haphazardly. Business executives now seem to do more worrying than during the dark days of Depression. We suspect that the widespread publication of charts, surveys and opinion polls may be responsible for this. Someone is always taking our "temperature" and holding a consultation over the corporate delicti.

THERE IS JUST one thing of which we can always be sure — in an uncertain world. When the year-end reports are published, corporate assets will balance exactly to the penny with corporate liabilities. This is both proof and symbol of the fact that Capitalism is still holding its own — at least mathematically.

★ ★ ★ ★

THE FOREGOING is an "editorial" from ARIZONA PROGRESS, monthly business bulletin of the largest bank in the Rocky Mountain States — Arizona's own Valley National Bank. The tongue-in-cheek dissertations of H. A. Leggett, the bank's economist, have become nationally famous in financial circles. If you would like to be placed on his mailing list, gratis, just write **VALLEY NATIONAL BANK, DRAWER 71, PHOENIX, ARIZONA.**

TRADE Winds

THE LITERARY SCENE

● ● In Houston, critic Carl Victor Little's name has replaced that of Glenn McCarthy in the 1953 Social Register, winning him the sobriquet of "The Lucius Beebe of Texas" from jealous fellow workers. Carl himself cheerfully admits, "That fellow Clip Amory sure hit the nail on the head. The '400' has been marked down to $3.98." There's a wonderful yarn about Little, incidentally, by Frank Aston, in the December *Scripps-Howard News.*

● ● In Peoria, the editor of the *Journal* explained why Abe Lincoln had he lived today wouldn't have had so much trouble getting an education. Because of his height every basketball coach in the state would be waving a scholarship at him.

● ● In Richmond, Jane Leslie, undefeated champion of the old Neysa McMein Bowling Association, is rejoicing in the success of her son Warren's novel, "The Best Thing That Ever Happened"—a headliner on the McGraw-Hill list. Between writing chores Mr. Leslie is assistant to the president of Neiman-Marcus, Dallas's drop-in shop for zillionaires.

● ● In the French Quarter of New Orleans, reports Paul Crume, there's a one-room apartment for rent. "No bath," reads the sign. "Suitable for Author or Artist."

● ● In Rockland, Maine, resides a venerable gent who remembers the birth of the great poetess Millay. When the infant was first exhibited in her cradle, he says, Pa Millay announced disgustedly, "My wife's hipped on the damndest set of names you ever heard. She's aimin' to call the poor little mite Edna St. Vincent!"

● ● In the University of Iowa, two distinguished members of the faculty of the Creative Writing Department, Paul Engle and Hansford Martin, assumed the editorship of the O. Henry Prize Story collections, published annually by Doubleday. This profitable series, instituted by Harry Maule in 1918, has been edited in turn by Blanche Colton Williams, Harry Hansen, and Herschel Brickell.

● ● In Golden, Colorado, Mrs. Charles O'Boyle likes to recall the days when she was a student of Mrs. Pat Campbell. One day Mrs. Campbell's young sister-in-law appeared in a bathing suit that, for the time, was rather daring. Mrs. C. remarked pleasantly, "My God, Peggy, if I had legs like those, I'd walk on my hands!"

● ● In Chicago, Fred Babcock spotted an ad in the classified column that read, "Help wanted: Bartender, literary type, 9 P.M. to 2 A.M.," and predicted that the liquor-ati would apply en masse.

● ● In Washington, the Library Service of the Veterans' Administration gravely announced that R. E. Cochran's "Man in Shorts" would henceforth be listed as "Be Prepared."

● ● In Baker and Taylor's *Retail Bookseller,* Virginia E. Beck offered the following rules for "How to Be Popular with the Clerks in a Bookshop":

1. Enter with firm, resounding tread. If it's muddy outside, don't bother to wipe your feet. Somebody will mop up after you're gone!
2. Place your bundles on the counter, preferably on top of the current best sellers. If you have a dog, bring him in by all means. Two dogs are even better.
3. The store is always happy to provide a cigarette, an ash tray, and the stool on which the cashier has been sitting. Seat yourself in a stra-

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tegic position that will prevent anybody else from either entering or leaving the store.

4. When you finish looking over your book, have torn the jacket, and caught up with your shopping lists, return to the desk, fling the book on the counter, and announce as loudly as possible, "This author should be put in jail" or "Why do you carry trash like this?"

5. Lastly—never close the door behind you when you leave—especially if it's raining. Booksellers love watered stock. And clerks love pneumonia. Really to win everyone's heart you can say as you leave, "I guess I'll buy one of those quarter books at the drugstore on the way home."

● ● In Philadelphia, the scion of a famous family announced that he planned to enter the University of Alaska. The social set took it in stride. As one dowager remarked, "I have always known that a little Biddle go a long way."

● ● In the Doubleday precinct, editor Lee Barker is doing a terrific job of tub-thumping for a novel due on February 24 called "The Plantation," by Ovid Williams Pierce of the faculty at Tulane. Barker declares unequivocally, "This is the best first novel I have seen in twenty-five years of publishing."

● ● In Springfield, Illinois, the State Historical Society devoted its entire winter issue to poet Carl Sandburg. Whether or not you were able to wangle an invitation to the spectacular dinner celebrating Sandburg's seventy-fifth birthday on January 6, this faithfully edited issue will prove a valuable keepsake. Contributors include Robert Sherwood, J. G. Randall, Harry Hansen, Adlai Stevenson, Ralph S. Newman, Benjamin Thomas, Fanny Butcher, Alfred Harcourt, and Bruce Weirick.

● ● Far south of the border, in sunny Mexico, a new bullfighting sensation billed as "The Great Alfredo" is winning cheers and tossing ears all over the place. Book folk in the know are coupling the emergence of this sensational performer with the recent absence from his desk of a certain magnificently dressed publisher—and drawing their own conclusions.

● ● At Hamilton College, a self-service bookshop run strictly on the honor system has been opened by librarian Walter Pilkington. Students will be allowed to browse at will, and will pay for their purchases into an open cash box. At first the stock will be limited to good paper-bound re-

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- Yehudi Menuhin reports on his trip to India
- William Hillman reviews "Mr. President," a voice-history of two decades
- Paul Henry Lang appraises the Complete Bach Clavier Ubung

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However you view it, *The Wonderful World of Books* is one of the most unusual books to be published this year. It's a non-profit book which 67 experts have helped assemble and it's been published with the cooperative efforts of the following organizations:

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The American Bookseller Association
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The National Council of Teachers of English
The New American Library
The Sears, Roebuck Foundation
The United States Department of Agriculture Extension Service

All of these organizations are concerned with a more literate America. Next month we'll tell you how they plan to use *The Wonderful World of Books* to stimulate and extend the reading interests of the millions of people they serve.

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prints retailing at less than a dollar, but if the experiment proves successful (and TRADE WINDS offers odds of five to one that it will) the sponsors plan to expand their field of operations. One of the college's greatest living graduates, Samuel Hopkins Adams, says that if there's one thing a Hamilton lad worth his salt won't pilfer, it's a book, but it should be noted that the last time Sam himself visited my home in Mt. Kisco he walked off with one of my favorite neckties.

● ● In Paris, novelist Wood Kahler is working on a new novel that bears the intriguing title of "Nostalgia Is a Cowbird." His previous tome, "Giant Dwarf," won this accolade from Chris Morley: "Kahler has barbecued the bottom round of certain phases of New York society and it gives off a pleasing sizzle."

● ● In San Francisco, Henry Clayton Lindgren, author of the forthcoming "The Art of Human Relations" (Hermitage), asserts that a new psychological technique is in vogue. It's called psychoceramics and is intended, of course, for crackpots.

● ● In Washington, novelist Margaret Culkins Banning righteously proclaimed to the Gathings House Investigating Committee that only about 100 of the country's 1,231 magazines escaped her classification as "girlies" whose only purpose was "pictorial prostitution." Then somebody made an interesting discovery. Mrs. Banning herself was a contributor to the December issue of *Personal Romances*, her article bearing the not-unprovocative title of "Is Virginity Old-Fashioned?" Is *Personal Romances* one of the impeccable hundred magazines that bears Mrs. B's stamp of approval? And might she not be well advised to save her next sounding off for the GLASS House Committee?

● ● Near Wanamaker's in New York, a group of Fourth Avenue booksellers from Eighth Street to Fourteenth have been experimenting with cooperative advertising. Their slogan: "Go Fourth!"

● ● In Chicago, Dr. Morris Fishbein, warning businessmen who never took time out to rest, reminded them of the harassed merchant who came to his rabbi and mourned, "I'm in terrible trouble. I can't support my wife and seven children, and every year there comes still another baby. What should I do?" The wise rabbi told him, "Don't do anything at all."

—BENNETT CERF.

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EDITOR'S NOTE: Do ideas and business mix? Profound changes have taken place in the American business scene during the recent past, not only in the conduct of business here, but in much of the philosophy which motivates it. The major question of the day is whether the philosophy of business has kept pace sufficiently with the vast structural transformation of the U.S. economy since the turn of the century, and particularly in the past twenty years of depression and war. Now that the purposes to which U.S. commerce is applied are of world-wide concern, our more thoughtful business leaders have felt an increasing need to examine freshly some of the basic tenets and semantics of business, even to search for a new philosophy for American free enterprise.

The consequences of the last war have multiplied the international importance of American business. The election of the first Republican Administration in twenty years will increase the world preoccupation with American business. The understandable desire of President Eisenhower to introduce the most able business administration to the conduct of the Federal Government places a new responsibility on all of American business.

These pages of *The Saturday Review* seek a clearer understanding of the role and belief which most characterize private enterprise. Is there a meaning, a direction, a mystique which has been developed by the new managers of American industry? How are they viewed by the world? What is it the American people seek of them? What are the major problems they face? Has the businessman a unified view of himself and of his relation to the American society?

—LEO CHERNE,
Guest Editor.

1. *Toward a New Business Philosophy*

COURTNEY C. BROWN

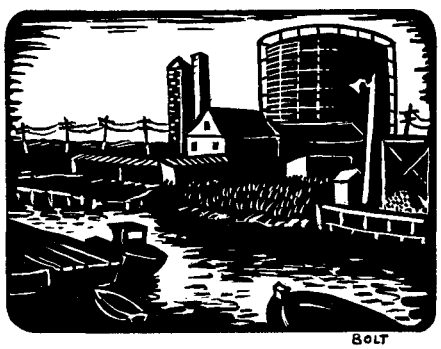
Courtney C. Brown

TODAY terms such as "capitalism" and "Socialism" are used to describe a business world that retains but few of the characteristics it had when they were first given widely accepted meaning. They have attained the status of symbols. By reason of past relationships, associations, and conventions, they are popularly credited with a descriptiveness that they just do not have. This assumed descriptiveness is not only deceptive—it is harmful.

A year or so ago the London *Economist*—certainly one of the world's best written economic journals—carried an article describing Stalin—certainly one of the world's most conspicuous Communists — as the world's greatest capitalist. What was meant, of course, was that Stalin, in control of the Russian Government, was imposing on the Russian nation a set of economic policies that resulted in a greater rate of national saving and capital formation than could be found in any other nation at that time.

Confusion cannot fail to run rampant when the connotations of a word such as capitalism are so broad that it can mean free enterprise to a New Yorker, a process of state-administered capital expansion to a citizen of London, and be used by a Muscovite as a synonym for exploitative cupidity.

Even without reference to *The Economist,* the word "capitalism" has been used abroad more as a term of abuse than as a name for an economic system. Indeed, in our country one hears often these days the plea for a new name for "capitalism." It is pointed out that "capitalism" simply isn't adequate to describe the nature of the business system any longer. Attempts to qualify it with such adjectives as "new" or "democratic" or "enlightened" or "enterprise" do not yield adequate results.



In its early derivation the term "capitalism" rested upon the simple idea of capital. Introductory classes in economics, and sometimes even the textbooks, have long made it a practice to use the illustration of Robinson Crusoe. At the beginning of his stay on his island he consumed all that he produced. In the course of time he found he could work a little harder, and he could withhold some of his time and resources from consumption—that is, he could save. He could use his animal for work instead of eating him, and he could fashion some tools. In both cases he could produce still more. He thus became a capitalist. He became an example of how a system of capitalism could be started.

His social consciousness did not become suspect until he began to assign the use of some of his tools to his man Friday. Friday thus became an "exploited" workman, even though Friday began to live a bit better. I suppose if Friday had had a Saturday, then Friday himself by doing a bit of saving could have enjoyed the dubious pleasures of becoming a capitalist, and in turn an "exploiter"—again at a better level of well-being.

Capitalism in its simple derivatives is thus associated with the process of saving, and the use of savings to provide tools or machinery for an enlargement of production and distribution. Initially, these savings resulted from the voluntary and personal decisions of individuals. In the course of

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time, however, various forms of institutional savings, such as retention of corporation profits, have come to supplement or even replace the independent decisions of individuals. In a still less personal manner, much of the nation's savings today may be the result of Governmental actions in the field of money and credit, or of direct controls that induce behavior which the individual does not think of as an act of saving at all.

All three types of savings—personal, institutional, and induced—result in capital formation. They do not necessarily result in the establishment of new individual enterprises or employers, however.

CAPITALISM is thus more a process than it is a state of being, more a means of achieving greater production tomorrow than it is a way of life today. The term does not have the breadth to carry all the burdens that have been placed upon it. It cannot be used to describe the free individualistic society, because much of the saving that is now done, and much of the formation of capital, is not the result of free choice by individuals at all.

If we need a new name for capitalism, why not a new name for Socialism? Socialism too has passed through various shadings of meaning. The Christian Socialists of Great Britain and Western Europe preceded Karl Marx by a number of generations. They rested their ideas on the notion of ownership by the people of the means of production and distribution. Representative government was itself a pretty new idea in those early days, but it was the only secular institution then representing the people. Governments had only recently emerged from representing the royal family. It was only natural that these early Christian Socialists should have looked to their new-found champion as the repository of the people's economic, as well as political, interests.

It would have been almost impossible in the setting of those distant days to have conceived of two profoundly significant social changes that have since occurred. One is the development of voluntary non-governmental institutions that are owned by, and are very much aware of, the interests of large numbers of people. To a gradually increasing extent, they are aware of the interests of all the people. The second of these profound changes is the separation of some forms of the "atom" of property into ownership on the one hand and immediate control on the other.

The means of production and distribution now are owned by large numbers of people. The development

(*Continued on page* 37)

2. *A Fresh Look at our Economy*

LEWIS GALANTIERE

Lewis Galantière

WHEN we think where this country was in the 1930's and consider where we are today, it does look as if the American people had passed another milestone in their history. In the middle Thirties there were two powers on earth, and the United States was not one of them. There was Communism—the revolution. There was Fascism-Nazism—the counter-revolution. Few men anywhere believed that America had anything to offer against either of them. By the year 1936 the New Deal was well over. Hardly a single important measure was voted by the Congress during the second Administration of Franklin Roosevelt; yet the economy was still not on an even keel, the number of unemployed continued throughout the decade at eight to ten millions, and as late as 1940 there was misery enough on the land to prompt the House to appoint the Tolan Committee to "investigate the interstate migration of destitute citizens."

Small wonder that so many Americans went about muttering, "It can happen here." (This, incidentally, is the first and not the last fact that ought to be taken into account by "loyalty" boards inquiring into a suspect's past views.) That Communism and Fascism were two faces of the same coin, extremes which had met, occurred to almost nobody. America was made up of an immense majority of bewildered citizens, a minority that cursed the name of Roosevelt and yearned for the happy days of Matt Quay and Senator Platt, and a handful of people who wrote and agitated in favor of drastic change, some desiring for this country a native variant of Communism, others their own brand of Fascism. Those who hated the rich would have welcomed a turn into the Communist path. Those who hated everything but the rich longed for a fling at Fascism.

—*Burck in the* Chicago Sun-Times.

"Keeping Them High."

NOW, in the perspective of less than two decades, we are able to see that even in the days of our bewilderment forces were at work to preserve the American heritage—though they seemed at the time merely to be engaged in stilling current resentments. The New Deal did not lay a foundation for the changes that were to come; it built upon a foundation already laid by Woodrow Wilson, by Theodore Roosevelt, and by others who had gone before. The same spirit and broadly the same causes that had given us the Homestead Act and the Land Grant College Act of 1862, the Pure Food and Drugs Act of 1906 and the Federal Reserve Act of 1913, gave us also the Agricultural Adjustment Act of 1933, the Securities and Exchange Act of 1934, and the three great measures of 1935: the Social Security Act, the Labor Relations Act, and the public utilities Holding Company Act. Not Marx, not Pareto, not Keynes himself could claim a hand in those measures. They were all as American as turkey for Thanksgiving; and the one Roosevelt law alien to the temper of the American people —NIRA—was struck down as unconstitutional within two years of its passage. Nothing is clearer than that this country sought to raise itself out of the slough of the Great Depression by means traditional and native to the American genius. This is the essential reason why the incoming Administration will not lay a finger upon those measures.

By the accidental process of a war economy which induced forced savings and a pent-up demand for goods,

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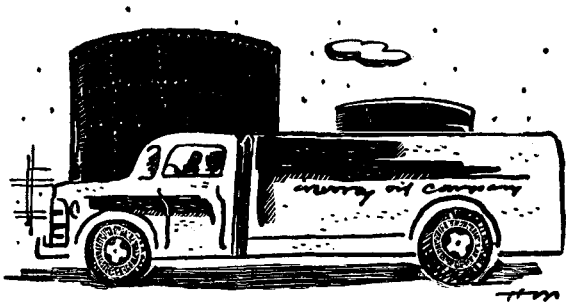
we moved into a postwar boom that got us over the physical trauma of the 1930's. What we did not get over so easily was the mental shock; and when, after the war, we were suddenly summoned by Western European intellectuals (whose influence upon European opinion cannot be overrated) to say why our capitalism should not be considered as inimical to mankind as Moscow's Communism, we hardly knew what to answer. Our society was as sturdily democratic and individualistic as ever; but we were ashamed of our past and had acquired a habit of timid apology about everything American. Important aspects of our socio-economic pattern had changed beyond recognition; but so swiftly that, except for a handful of specialists, few Americans were aware of the change.

Among those few were James Webb Young, C. J. LaRoche, and their colleagues of the Advertising Council. It is pretty widely known by now that the Advertising Council, Inc., is an organization of businessmen who serve the common interest by advertising to the nation the existence of a variety of public dangers which cannot be overcome without the voluntary cooperation of millions of citizens—unless, indeed, we were to prefer the sole alternative, which is that an all-powerful Government, employing a ubiquitous and all-wise bureaucracy, should attend to those chores. Across the country, the Advertising Council flies warning signals against inflation, endemic disease, highway accidents, forest fires, inadequate religious and educational facilities, and kindred hazards and shortcomings in our society. It is not only non-profit-making, it is also non-partisan, non-political, and non-ideological. Its cards, billboard displays, leaflets, magazine insertions, radio and television announcements promote no special or concealed interest and no cause that is not plainly set forth in text and picture. It makes certain assumptions about the citizenry: love of country, sense of community responsibility, love of neighbor; and, without preaching, lets it go at that.

Representing as they do the elite of American business, the members and directors of the Advertising Council are supremely aware of the interpenetration of moral factors and material factors in our society, and more than usually sensitive to the changes it has undergone in recent years. It was in the nature of things that when the American system began to be loudly challenged from abroad, they should have been the Americans to take up the challenge. They saw from the first that if America was to

(*Continued on page* 40)



3. The World & U. S. Business

LEO CHERNE

Leo Cherne

THERE has always been a rapt audience in America for the urbane assessments of a De Tocqueville, the insults on the lecture platform of an irascible Shaw, or the Freudian interpretations of a Brogan. Today more than vanity or curiosity directs our concern to the outsider's view of America and particularly of American business. An unfavorable judgment, however jaundiced its source, is a minor defeat in the struggle for world support. The assumption of office by President Eisenhower will enlarge our need to counter foreign misconceptions. Republican majorities in Congress and the articulation of the new Administration's foreign trade and diplomatic policy will exaggerate the world's preoccupation with American business.

William Schlamm in an article in *Fortune* described recently the three basic European views of American business:

1.) The United States puts commodities in place of values and has completely subordinated means to the end.

2.) We have exchanged man's inalienable claim to individuality for the convenient conformity of mass production.

3.) America is money mad.

The reason for the European belief is easy to understand and perhaps impossible to correct. It flows from the profoundly different conduct and motivation of business on the Continent. Influenced by religious and cultural patterns rooted in centuries, it is neither conceivable nor deemed desirable in Europe that the business community assume any responsibility beyond self-enrichment, except the obligation to assure a continuity of employment. This responsibility involves *only* employment—not wages or comforts or improvements of the community's standard of living or participation in the nation's cultural life or a role in Government or industrial economic planning.

The European businessman, as a businessman, has no status. Social position is the exclusive property of those whose activities are only remotely remunerative, the government official, the military officer, and, most worthy of all, those who merely enjoy the fine art of relaxation. Even the most rebellious of the intellectuals share this disdain for commerce. It is not remarkable then that the European view of American business still reflects the judgments made by De Tocqueville more than a century ago: "Nothing is greater or more brilliant than commerce: it attracts the attention of the public, and fills the imagination of the multitude; all energetic passions are directed toward it."

To the American this evaluation made in 1830 will be pleasing. To the European it provides confirmation for his low regard, and the European view is further buttressed by De Tocqueville's summary: "The universal desire for comfort, and the constant efforts by which everyone attempts to procure it, makes the taste for the useful predominate over the love of the beautiful in the heart of man."

THE standardization of our consumer products has helped place goods and comfort at the disposal of millions. To the European, American standardization has vulgarized and depersonalized the American consumer. Selling, the foreigner frequently insists, has little to do with production; the American emphasis on sales,

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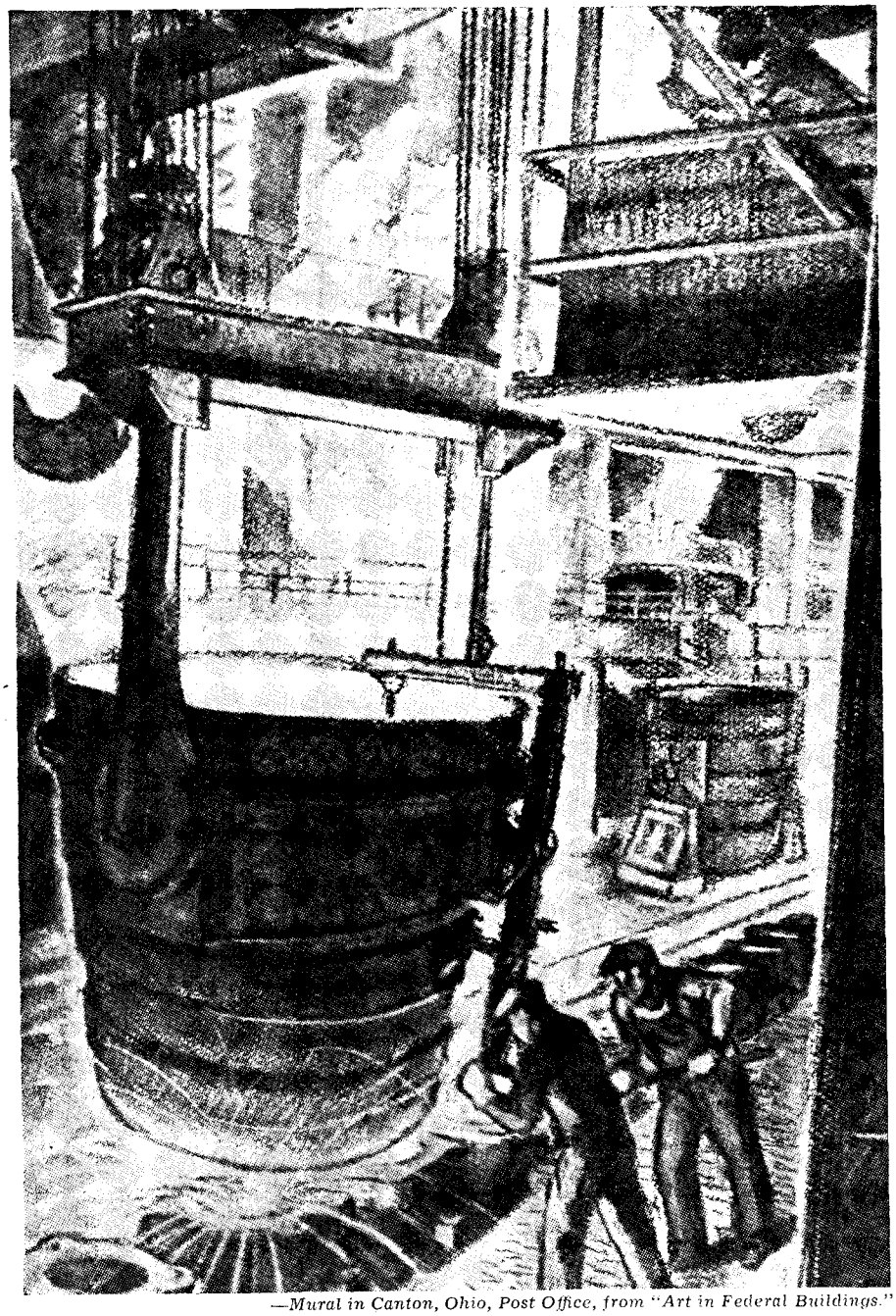

—*Mural in Canton, Ohio, Post Office, from "Art in Federal Buildings."*

"Teeming the Electric Furnace."

he feels, is uncouth, artificial, wasteful, extravagant, and has infantilized American values.

The hundreds of teams of European businessmen and workers who have been brought here under ECA and MSA auspices to study American industry find their greatest difficulty in understanding the role of our advertising, sales, and distribution methods. The European returns home with a profound respect for our production. He displays surprise at the harmonious relationship between labor and management. He is literally startled at the degree of consideration extended to the individual worker within the typical enterprise. He develops better awareness of the quantity of comfort enjoyed by the average American. But he remains deeply disturbed by the din of our merchandising.

Europeans see our intense preoccupation in selling as an apparent end in itself. They comment with wonder on the willingness of department stores to accept returns with little question, and they marvel that merchants would invest in such costly inducements. They do not seem to comprehend at all that catering to the customer is a key to our present economic welfare.

WHEN members of a Dutch team who carry the responsibility for supervising the largest new steel mill in the Netherlands were asked at the end of a three-month visit to America what they would most miss on returning to their homeland, the answer of two of the men was "television." One of the others disagreed, choosing rather "the freedom to do everything here that you want. I would like to be able to build as I would like back home. There are so many restrictions and regulations there that you Americans don't have."

But as the conversation continued, the certainty that we have something better began to diminish and the gentleman who wanted to build without restriction spoke of his distaste for the anarchy of our architecture; he spoke with nostalgia of the mellowed beauty of his native Amsterdam. One of the two television enthusiasts qualified his previous position by expressing disdain for the programs he had seen here. It was at this point that all five agreed that perhaps they were better off without television and without stores open at night and without newspapers crammed with advertising and without the pressured tempo of American life. "You have no families here any more. Whose children are your children?"

The foreign observers who have traveled briefly in America are frequently disturbed by the number of women who work. The European is persuaded that in the average American household wives or children work not as breadwinners, but mainly to be able to keep up with the Joneses in an unnecessarily high standard of living.

While the European is not without desire for our labor-saving products, he dislikes and distrusts their effect. He is also persuaded that we misuse our leisure. "Ten million of our Americans hear a broadcast of the Metropolitan Opera every Saturday afternoon and it is sponsored by a company that uses a tiny fraction of the time to sell its products." "Yes, but how many of your Americans have ever been inside an opera house or a symphony hall?" The culture which comes so effortlessly to the American is deemed less worthy to the European. Totally unrealized, even by those Europeans who visit America, is that more Americans attend concerts each year than baseball games. It would leave the foreigner incredulous to learn that there are three times as many concerts in the U.S. as in the rest of the entire world.

While it has been valuable to have the visitors observe and familiarize themselves with the American scene, we have curiously failed to convince many of them that the economic changes necessary to increase productive efficiency and enlarge our standard of living are possible or even

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4. Business' Public Role in 1953

ELMO ROPER

Elmo Roper

ANY analysis of what the American public expects of business in 1953 (and until 1956 for that matter) must at least partially include an analysis of what the public expects from the Republican Party. For whether the fact is liked by businessmen—or Republican politicians—the Republican Party is rather firmly fixed in the public's mind as the Party of Business. Businessmen themselves have encouraged this view.

The second underlying fact in any such analysis is that the Party of Business has just been returned to power—after twenty years in the doghouse. This alone is not enough to prove that there is currently a very favorable attitude toward business on the part of a great majority of people. There were other factors in the election, such as the personality of General Eisenhower, high prices, the Korean War, Communism, and corruption in Washington. Perhaps these were the deciding factors in the election, but we have other evidence to indicate that a change in the public's attitude toward more confidence in and more respect for business was an underlying factor in the recent election of the Businessman's Party to power.

It would be well not to underestimate the difficulties that lie ahead. It is entirely possible that after a brief period of Honeymoon harmony among the Republicans, General Eisenhower will have to rely on *some* Democratic votes in order to put his program through Congress. So, although the majority party will be functioning in tandem with the minority party, it is the majority party which will be blamed for failures just as it will be praised for success.

Both business and the Republican Party will be watched closely—for behavior as well as accomplishment. It is likely that critics of business as well as professional critics of the Republican Party—with their eye on 1956—are *hoping* that Business takes an attitude something like this: "Well, the public, which has really loved us all along, has finally come back to its senses. The professional reformers, the critics of private enterprise, the leftists, and the cranks—we've been their whipping boy for long enough, and now that we've thrown the rascals out, ho for the joy ride!

"The mandate of the public is clear. All we have to do is measure everything in terms of immediate value to business and we'll be doing exactly what the farmers, white-collar workers, and organized labor meant us to do when they gave us their vote this time. They know they've had all the breaks for a long time and don't want any more. Out with high corporate and personal income taxes at once! Off with the controls, all of them! Down the incinerator chute with the forms and questionnaires Government has been pestering us with. It's *our* turn now . . ."

If such an extreme attitude should emerge as the guiding philosophy of business or the Businessman's Party, the public will be sorely disappointed. Business, which by its good demeanor since the war has so excellently rid itself of the Depression label which clung to it throughout the Thirties, will be thrown out of power and perhaps this time for good.

The nation itself is faced with enormous problems. Let us admit it: It can well be that some of those problems, whether created abroad or inherited from the previous Administration at home, are impossible of satisfactory solution. But any party simply because it is responsible for executive-legislative action during the next four years, will be judged as though responsible for cause and effect. Should that action be influenced by self-interest rather than an understanding of the broad public good, should there be short-sighted expediency of action rather than long-range planning and wise collaboration with leaders in every field, then the Republican tenure will have been but an episode.

Burck in Chicago Sun-Times.

"Happy New Era!"

I DO not join the prophets of doom when I point to a possible parallel with the situation in England, where the Conservative Party returned to power after making promises it is often finding utterly impossible to fulfil. The great personality of Churchill and the most unselfish endeavors of many of the excellent men around him are proving incapable of coping with the problems they inherited from their predecessors and with the basic economic weaknesses of England today. The simple fact that the Conservative Party inherited these problems at the moment when they approached their most critical stage could well place a severe handicap on this party in England which is the nearest counterpart of the Republican Party here. If the demeanor of the Conservative Party should be anything but highminded, efficient, and incorrupt, it could be eclipsed by other forces more extreme—with untold consequences to England.

The situation is not exactly parallel because here in the United States there is basic economic *strength* rather than weakness. But the present favorable attitude of the public toward business is such that it can change drastically and quickly if the Republican Party, the Party of Business, believes that it has "earned" a joy ride. Actions of short-sighted self-interest will not be condoned. Everyone in the public eye is *always* on permanent probation!

But nevertheless the Party of Business has earned—and has been given—a mandate. The important thing is how this mandate will be interpreted. If it is to be interpreted properly, it is important to examine the terms and conditions of the public's approval which business now enjoys.

During the past twenty years we have asked thousands of people hundreds of questions about various aspects of business. From them it is clear that business seems to have won its way out of the "Public Be Damned" onus of fifty years ago. Moreover, the Businessman's Party no longer wears the "Depression" label which was

(*Continued on page* 44)

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The Awful Gulf of Mind

P. W. BRIDGMAN

TWO small books lately published —"The Impact of Science on Society," by Bertrand Russell,* and "Modern Science and Modern Man," by James B. Conant,** are so similar in their general topic that the title of either might have been used to subtitle the other. Lord Russell's book is, on the whole, more concerned with the status of society in the future, when the present tumult and shouting shall have died down, while President Conant's is more concerned with the immediate present and future.

The main theses of Russell's book have by now become familiar, either through his own earlier writings or through the writings of others: the growing impossibility of narrow nationalism with a single world government the ultimate and logical consequence; the necessity for limitation of population through birth control; and the growing drift toward dictatorship, totalitarianism, and suppression of the individual as the technical tools for the control of the masses, including psychological and biological tools, become more effective.

This leads Lord Russell to make some pretty gloomy predictions. For example, he says: "But if human life is to continue in spite of science, mankind will have to learn a discipline of the passions which in the past has not been necessary. Men will have to submit to the law even when they think the law unjust and iniquitous." One wonders whether a frame of mind which will accept unjust law is adequately described in terms of "discipline of the passions."

On the other hand, there are passages not so gloomy. Russell is inclined to think that in an eventual war of extermination between a power in which the individual has been subordinated to the state and a power in which the individual is regarded as the end of the state, the latter will win because of the superior scientific development of the country which encourages individual initiative.

Lord Russell devotes a considerable portion of his book to analyzing and expounding the conditions which must be satisfied if certain desired goals are to be reached. Thus he writes: "Means must be found of subjecting the relation of nations to the rule of law, so that a single nation will no longer be, as at present, the judge of its own case." Yet he makes little if any inquiry into the methods by which such means may be found. His closest approach to a solution is offered with mock humility—"love, Christian love, or compassion." But surely the solution is not as simple as this. Love must also be intelligent, and our present unsolved problem is to find what in our bafflingly complicated modern life constitutes intelligent love. The solution demands, I believe, the development of an ethics that goes so far beyond our present ethics as to be essentially new.

"THE Impact of Science on Society" is a typical Russellian production. The reader will find it impossible to put it down, held by the sheer fascination of watching his mind work. At the same time I think Russell puts his tongue in his cheek too often. Many times the reader can defend himself against his charges, as, for example, against this outrageous piece of pseudo-history: "While population was sparse, people merely moved on when former fields became unsatisfactory. Then it was found that corpses could be used as fertilizers, and human sacrifice became common. This had the double advantage of increasing the yield and diminishing the number of mouths to be fed." But the defense is not always so obvious. Sometimes the reader feels a suspicion that Russell does not particularly care whether he finds a defense for himself or not, a suspicion that can only diminish the effectiveness of the argument. Which is a pity.

The temper and tone of President Conant's book are different. This, like

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* *THE IMPACT OF SCIENCE ON SOCIETY. By Bertrand Russell. New York: Simon & Schuster.* 114 *pp.* $3.

** *MODERN SCIENCE AND MODERN MAN. By James B. Conant. New York: Columbia University Press.* 111 *pp.* $2.25.

P. W. Bridgman, Nobel Prize winner in physics, holds the Higgins professorship at Harvard University. Dr. Bridgman is the author of several books, including "The Intelligent Individual and Society" and "The Nature of Physical Theory."

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the Russell volume, is based on lectures. It is a serious attempt to enable the layman to understand the "cultural significance of what has been going on in science," so that as an individual he may direct his life as intelligently as possible, and as a member of a democracy he may control the new social forces as effectively as possible. The primary purpose of the book is educational, as might be expected of an educator who has come to feel that this understanding is the most important educational problem of our day.

In his first chapter he devotes much attention to the consequences of the development of the atom bomb, a development with which he had as close a connection as any man, and with the consequences of which he has been deeply concerned. He is not happy about the consequences. "There is no use wringing one's hands about the situation. There is no use in trying to find a scapegoat. . . . The world being what it is today and is likely to be for a long time to come, secrecy and nuclear physics are words that must be joined together. . . . Secrecy and science are two fundamentally antithetic propositions." The problem presented has no obvious or clean-cut solution. The problem is further complicated because the tools of research in pure nuclear physics have become so expensive that government support is unavoidable.

Next Conant considers the change in our conceptual outlook that has resulted from the discoveries and theories of physics of the past half century—particularly the quantum theory—devised to correlate the newly discovered facts in the realm of the very small. This leads him to the view that a scientific theory is not a creed for belief, but rather a policy for action. Modern scientific theory, pursued in this spirit, intimates that there may be unsuspected limitations in the ability of the human intellect to cope completely with all the situations it may find.

In another of his chapters Dr. Conant emphasizes that there is no essential chasm between the scientist and the layman. Like the layman, the scientist is subject to emotional drives and may overpersuade the inexpert; the inexpert may sometimes have to guard himself against the consequences of this by deliberately adopting such devices as the "Devil's Advocate." The mental processes of the scientist are at bottom merely glorified extensions of the commonsense methods of daily life. In Mr. Conant's analysis of what makes the scientist tick, and also in the analysis of most other writers, undue weight, it seems to me, is given to the drive of the scientist to set his intellectual house in order. After having observed practising scientists at work—others as well as myself—I suspect that in many cases the thrill of the explorer in penetrating into domains of fact hitherto unentered may be an even more potent factor. I would wager that Rutherford got more kick out of discovering the fact that the atom would come to pieces than he did out of the invention of a method of rationalizing it.

The chapter on "Science and Spiritual Values" will appeal to many readers as the crux of the whole problem. Here Conant takes us behind the scenes to disclose something of his own personal "philosophy of life." Fundamental to this philosophy is the thesis that there are various "universes of inquiry," with no necessary present overlapping of the concepts of the different universes. The realm of science constitutes one such universe and the realm of values another. It is a problem to find the minimum commitments to which practical men are driven in devising methods of dealing with the universe of values. Only two of these commitments are specifically mentioned. The first, "the postulation of a sharp cleavage between animal behavior and human conduct," seems so surprising that one can only hope that at some future time the author will be able to amplify what he had in mind. The second, "the assumption [that] the possibility may exist that our intentions and our overt actions have a relation to some large pattern of events," will doubtless command wide assent. No more specific solution is suggested, but modern science provides ample latitude for many solutions, with a high degree of adaptability to the individual.

—*Pirie MacDonald.*

C. G. Darwin—"challenging."

Road to Eternity

THE NEXT MILLION YEARS. By Charles Galton Darwin. New York: Doubleday & Co. 210 pp. $2.75.

By Louis N. Ridenour

SIR Charles Darwin, a grandson of the author of "The Origin of Species" and himself a mathematical physicist of substantial accomplishment, has now written an essay which, if it is not destined to be so revolutionary as his grandfather's paper, is challenging and provoking in the highest degree.

Despite its title, this book is not a work of science fiction. If anything, Sir Charles is perhaps a little too conservative regarding the prospects that physical science has in store for man in the next million years. His argument is centered on the analogy between physical theories involving large numbers of individuals (such as the statistical behavior of a gas made up of uncounted trillions of molecules) and social theories regarding man, when attention is focused on man's over-all behavior during a thousand millennia, involving a thousand millions of millions of human individuals. In both cases, he argues, quite useful predictions can be made on the knowledge of average behavior.

The choice of a million years is based on the fact that this is the time that it takes a wild species—and Sir Charles persuasively argues that man is a wild animal, not a domesticated one—to alter into another which a trained taxonomist would regard as being different. Beyond a million years, therefore, there is no prospect of prediction; within a million years, one can assume that man will have the leading properties that he now shows.

Sir Charles concerns himself mainly with Malthusianism and eugenics. If this sounds old-fashioned, let me say at once that there seems to be no escape from the wisdom and the scope of his arguments. He contends that we are living in a Golden Age in which we have plenty of food and plenty of fuel, because of the accident that the New World was not discovered until a couple of hundred years ago; he does not expect that our descendants will be similarly fortunate.

In fact, he expects that a certain

Louis N. Ridenour, physicist, served as chief editor of the Radiation Laboratory Series, published under the auspices of the Massachusetts Institute of Technology.

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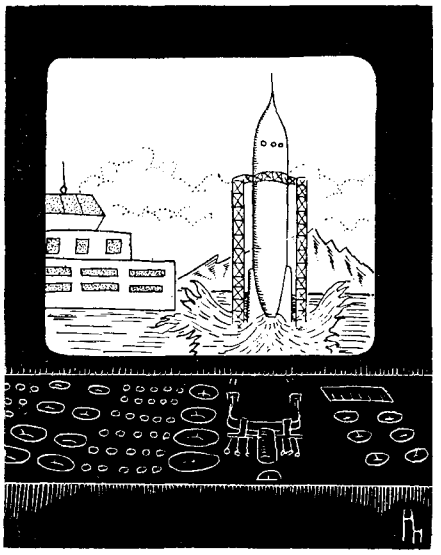
fraction of the population always will starve. This has been the permanent situation in human society; it has been hidden lately only because of consistent geographical discovery and explosive technical progress. Geographical discovery is now at an end, because the earth is a sphere of known size and properties, and while no one—least of all Sir Charles—expects that technical progress is finished, we are nearing the end of the time during which a prodigal expenditure of the earth's fossil fuels makes possible our sort of power economy.

The long future, then, will be meaner than it is now. Sir Charles does not regard this as a catastrophe. Indeed, since happiness does not come from a state, but rather from a change of state, the incidence of human happiness may be more or less independent of the ease of human existence; the Eskimos, who are forever on the bare edge of starvation, are reputed to be the most cheerful of people.

Sir Charles permits himself to hope that the general intellectual quality of man will increase over the next thousand millennia; beyond this, he expresses no preferences and makes no moral judgment. In simple declarative sentences, he makes numerous observations which—however impeccable their foundation—will doubtless be shocking to partisans and enthusiasts of various sorts. To give only one example, he says of social welfare: "All too often philanthropic effort goes . . . into curing the faults of the worst, without recognizing that the acquired characters so induced are quite impermanent . . . The policy of paying most attention to inferior types is the most inefficient way possible of achieving the perfectibility of the human race."

Acquired characteristics produced by educating the individual are of negligible importance on the time scale of this essay. More important, because more durable, are what Sir Charles calls "creeds"—patterns of belief and value systems common to a substantial number of individuals. These appear to endure without major change for about ten human generations. But the inexorable laws of genetic inheritance in the end overwhelm everything else. Thus, "it is always necessary . . . to keep in mind that the fundamental quality pertaining to man is not that he should be good or bad, wise, or stupid, but merely that he should be alive and not dead."

In so brief a review, one should not attempt to indicate the numerous significant conclusions to which Sir Charles is drawn on the basis of his hypothesis. Every thoughtful person should inspect them for himself.



Day of the Wizard

IN THE NAME OF SCIENCE. By Martin Gardner. New York: G. P. Putnam's Sons. 320 pp. $4.

By JOHN PFEIFFER

WE ARE living in the golden age of pseudo-science. Hollywood, the billboards, and the broadcasting networks have given us a ridiculous version of scientific discovery. According to the scripts, the scientist always starts as a failure—poor, unrecognized, struggling. He works on bravely in his laboratory while the world jeers. Only his wife believes in him. A feminist's nightmare, she is as noble as Greer Garson at her noblest. She doesn't know anything about those funny little things called atoms. But she knows that someday her man will amount to something, and is right on the spot to bolster him when he most needs bolstering.

Then, shortly after The Moment of Deepest Despair, comes The Moment of Discovery. Suddenly a beaker of sulfurous fluid bubbles to overflowing or a delicate pointer flicks significantly. This is it, folks. The secret of it all is revealed in one dazzling swoop and the scientist shouts some modern equivalent of Archimedes's "Eureka!" The world jeers no longer. The little woman's faith is justified with plenty to spare. If this were research, we would still be living in caves, and leaky caves at that. Such tommyrot has helped create a widespread and deep-rooted misunderstanding of science. As a result, people who behave sanely when it comes to buying houses, cars, and beefsteaks become avid consumers of daydreams that pass for fact.

Millions of persons swear by the theories of crackpots, charlatans, investigators gone psychotic, and scholars who have inflated good ideas far beyond their actual worth. Many of these theories and the cults that have grown out of them are described in Martin Gardner's new anthology of phony research. "In the Name of Science" covers a vast and rich variety of pseudo-scientific experience and, although we are amused, we may also be embarrassed to find our friends or even ourselves among the gullible advocates of plausible-sounding doubletalk. For example, there is the theory of orgone developed by Dr. Wilhelm Reich, a psychoanalyst who was one of Freud's most promising disciples. Orgone is a life force, colored blue. Its manifestations are all around us—in the blue coloring of oceans and lakes, in the blue glow of decaying wood and St. Elmo's fire and the Northern lights.

Orgone is also the basis of sexual energy, flowing away from the sex organs to the rest of the body during orgasm. To treat various diseases "Orgone Energy Accumulators" have been built, crate-like affairs which concentrate orgone the way a lens concentrates sunlight. Abnormalities of this vital energy are at play in cancer, neurosis, and social tensions. Arthur Koestler (who shared the same Communist Party cell with the discoverer of orgone in Berlin during the 1930's) wrote that Dr. Reich "expounded the theory that . . . only through a full, uninhibited release of the sexual urge could the working-class realize its revolutionary potentialities and historic mission; the whole thing was less cockeyed than it sounds."

Orgone enthusiasts are not fazed by the fact that medical and biological researchers consider "the whole thing" just exactly as cockeyed as it sounds, not less so. Neither are the followers of dianetics, the magnum opus of L. Ron Hubbard, a science-fiction writer who outdoes the Freudians in tracing memories back to prenatal days. Another long-standing myth concerns a substance which is known as "vrillium" and emits germ-killing rays. Small brass cylinders supposedly containing vrillium were sold to businessmen, politicians, and others for as much as three hundred dollars. Mayor Kelly of Chicago once told reporters: "I don't pretend to know how it works, but it relieves pain. It has helped me and my wife." Two years ago Federal agents found that the cylinders actually contained a cheap rat poison.

Pseudo-scientists, sincere and insincere, have always found a lucrative field in the invention of special diets. Among the past and present con-

(*Continued on page 57*)

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Chacun à Son Mystère

SERGEANT CUFF

A MAN and wife who had collaborated on several books which were succès d'estime if not exactly succès de dough decided to take things easy for a while and write a mystery story. (This is true, what I'm saying.) They sent it to their publisher and he turned it down. They sent it to several other publishers and *they* turned it down. Last I heard, it was still rattling around through the trade with no takers.

This thoroughly estimable and capable couple shared an all too general opinion, *viz.*, that anybody can write a mystery yarn. Anybody can't. Writing a mystery, like threading filaments of spider-web across gunsights or juggling seven pool balls, requires a special talent. True, this talent is not always present in some of the people who *do* get mystery stories published. But the people who write good mystery stories *do* have that talent.

Along with the widely held fallacy that anybody can write a mystery story rides another, to wit, that the quality of mysteries is not up to the standard of fiction non-mysteries, meaning plain novels. I don't hold with this view for a minute. When a mystery takes on literary *ton,* people tend to regard it no longer as a mystery but as a novel. But look at the other side of the scale. I don't suppose any statistical pie-charts are available, but it is my personal opinion that there are more bad non-mysteries than there are bad mysteries.

Don't, however, take that as setting up mysteries generally on a peak of glorification. There are a lot of things wrong with a lot of them. The wrongest thing is the too frequent thinness of the mystery content.

For instance, in plotting a mystery you can do this (and too many do): Mr. Victim is found murdered. Mr. Sleuth takes over and interviews a lot of people (usually far too many). Among these is Mr. Culprit. Mr. Sleuth says to Mr. Culprit: "Mr. Victim has been murdered." Mr. Culprit says to Mr. Sleuth: "Good God! Who shot him?" One-hundred and eighty-seven pages later, when Suspects A to Z are assembled in the rumpus-room for the payoff, Mr. Sleuth puts the finger on Mr. Culprit, saying: "When I told this party that Mr. Victim had been murdered, he asked me who shot him. *I* didn't say Mr. Victim had been shot. Take him away, Finnerty."

That is all a lot of mysteries need in the way of plot—at least that is all a lot of them get. Given that much, the story can wander off in as many directions as it chooses, involve as many side-plots as the author wants to manufacture, and contain as much or as little love interest as he wishes, with the love-meter set at any desired voltage.

This skimpy mystery angle is the wrongest thing with some of today's mysteries; but closely allied to it, and partly derived from it, is another that is even more portentous, to wit, the fact that the detective story itself is disappearing. The detective story is disappearing because the detective is disappearing. The detective is disappearing because many so-called detective-story writers don't devote enough time and thought to detection. Detection is a full-time job, in or out of a book, witness such admirable practitioners of the mystery story as Freeman Wills Crofts, the late R. Austin Freeman, or if you regard this as Anglophilism gone mad, Erle Stanley Gardner or Rex Stout. What matter if Mr. Gardner, in having a character pay a restaurant check or make a phone call, goes into the minute details of the casual operation? When the check has been paid, a hundred words further along, or the phone recradled (which can usually be managed in fifty), the diner or the conversationalist goes out and does more detecting.

MOST of the detectives present in today's mysteries are private eyes, so called. I think one reason for this is that the average mystery writer (who doesn't exist, of course) is unfamiliar with police methods and doesn't want to take the trouble to find out about them. Another reason is the long shadow of Sherlock Holmes. An-

BEHIND THE BOOKS: The Mystery Writers of America moved a few weeks back from West Fourteenth Street, in New York's Butchers' Row, to 228 West Twenty-fourth Street, just across from the Fashion Institute of Technology. The new HQ lurks in the ground-floor flat of a shadowy tenement, and Miss Dorothy Gardiner, herself the author of three mysteries, was on hand the other day as executive-secretary to show off the new premises. "The building is pure Charlie Addams, but this apartment is cozy, isn't it?" Miss G. began proudly, casing the kitchen (serving as the office) and three other rooms (converted into one large den). Small announcements hung on ancient gas jets protruding from the walls. "SUICIDES!" read one. "Please turn off gas immediately before you lose last vestige of consciousness! Bon Voyage!" "You should have seen our old joint," Miss G. reminisced. "Perfectly ghastly! Swinging beef carcasses! Blood on the sidewalks! Very appropriate." The MWA, it turns out, was founded in 1945 for economic, educational, and social reasons—the economic being "to get a bigger cut of royalties," the educational "to teach writers to ask for more money," and the social "just social." One of its current projects is aimed at amending copyright laws to permit authors to share in profits earned by their books from lending library rentals. All MWA activities are chronicled in *The Third Degree,* a monthly. Annually the MWA gets out a mystery anthology. In all, the MWA, with chapters in New York, Chicago, San Francisco, and Los Angeles, has 360 members, its president being George Harmon Coxe. (Dues: $12 a year.) Mickey Spillane is not a member of any chapter. "Many mystery writers feel Spillane is not a writer of real mysteries," Miss G. explained. At the MWA, the atmosphere is highly informal. "No pink ribbons here!" said Miss G. "If you've written a book, no one is impressed. Everyone here has written a book—some, thirty or forty. So what the hell is a book?" In any case, the year's best first mystery is singled out for the MWA award—an "Edgar," a pottery bust of E. Allan Poe. "Edgar" is presented at a big shindig featuring dishes like "John Dickson Carrots," "Stilled Hearts of Lettuce," and, for dessert, "Coffee Delicti." —BERNARD KALB.

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other is the fact that the private eye is a lone wolf and has higher mobility, which simplifies the narrative handling considerably. Therein, by the way, lies one advantage which the British writer has over the American. Of the four craftsmen mentioned above, only one, Crofts, uses a public cop—Chief Inspector French of New Scotland Yard (wait a sec—I think he was promoted to superintendent a few books back). Under the British system (tight little isle and all that), a Yard man is likely to be sent anywhere for as long as he is needed, which lends him, for fictional purposes, all the fluidity of a private eye.

Just as Conan Doyle's shade must be enjoying an uncomfortable time in purgatory for the havoc he has wrought, there will eventually have to be an equivalent accounting by Dashiell Hammett, Raymond Chandler, and probably a few others for aiding and abetting the blood-and-sex school, which has reached an apotheosis of something or other in the collected works of Mickey Spillane. But, Mickey, thou art no thy lane. There are dozens of others in the field who kick out almost as many teeth and are as dedicated to venery.

Now this preference for working detectives who really detect may be just a personal crotchet of my own. Among mystery readers, there is no accounting for taste. Partly because I prefer real cops to free lances, but partly because it was a conscientious, intelligent, happenful story, I got a lot of satisfaction out of a yarn called "Last Seen Wearing—" that appeared last summer. It was by Hillary Waugh (who, in despite of his name, appears to be as American as Harry Truman). It was a straight-out small-town police job, skilfully, honestly, and excitingly done. I gave it a "Tops" rating in my Criminal Record department, which I hope you are all following faithfully. Yet one of my opposite numbers in another medium (either *The New York Times* or the *Herald Tribune*, I forget which), a critic whose judgment I respect even more than I do my own, wouldn't allow it even in his cellar. Why?

Then there is the matter of women mystery writers, whom some readers (all male, so far as I have any data) can't abide. Too much emotion. Too much sentimental introspection. Too much about clothes. Even if this were true (and I don't think it will be as long as the distaff, or non-gun-toting, side is represented by such able chroniclers as are named in the appended list)—even if this were true, it would have little weight, mainly because probably 50 per cent of mystery readers happen to be women themselves. And if one out of every two readers is unhappy until she finds out what the corpse was wearing, she has a right to have her curiosity gratified.

The main thing needful for the fabrication of a good mystery story is a sense of pace, movement, zing—call it suspense. Given that, one can forgive much else. I append the titles of a few mysteries published during the past year which, in my opinion, had that quality and which, along with it, reflected an ability on the part of the writers to create credible characters and authentic backgrounds. This list (which is arranged chronologically) is in no sense a roster of the "best" mysteries of the year; it is simply a selection of stories I happened to enjoy. You might loathe the lot. For what it's worth here it is:

"Death Has Deep Roots," by Michael Gilbert (Harper, $2.50).

"The Intriguer," by Maude Parker (Rinehart, $2.50).

"Diplomat's Folly," by Henry Wade (Macmillan, $2.75).

"The Three Widows," by Bernice Carey (Doubleday, $2.50).

"The Daughter of Time," by Josephine Tey (Macmillan, $2.50).

"Epitaph for a Spy," by Eric Ambler (Knopf, $3).

"Nice People Murder," by Mary Hastings Bradley (Longmans, $2.50).

"Reclining Figure," by Marco Page (Random, $2.50).

"Triple Jeopardy," by Rex Stout (Viking, $2.50).

"Mouse in Eternity," by Nedra Tyre (Knopf, $2.50).

"The Ivory Grin," by Ross Macdonald (Knopf, $2.50).

"Vanish in an Instant," by Margaret Millar (Random, $2.50).

"The Missing Heiress," by Bernice Carey (Doubleday, $2.50).

"Last Seen Wearing—," by Hillary Waugh (Doubleday, $2.50).

"Never Bet Your Life," by George Harmon Coxe (Knopf, $2.50).

"Death in Dwelly Lane," by F. V. Morley (Harper, $2.75).

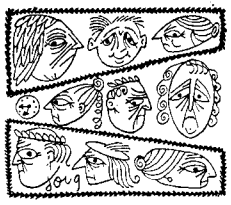
"One Murder Too Many," by Edwin Lanham (Harcourt, Brace, $2.50).

"Prisoner's Base," by Rex Stout (Viking, $2.50).

"The Free Agent," by Paul Murray (Holt, $2.95).

"Rose's Last Summer," by Margaret Millar (Random, $2.50).

"The Case of the Grinning Gorilla," by Erle Stanley Gardner (Morrow. $2.50).



Your Literary I.Q.

Conducted by John T. Winterich

SCREWBALLS ALL

Judith L. Dohm of Olympia, Washington, presents ten more capsule descriptions of ten characters in various kinds of literary works whose symptoms, real or feigned, would qualify them nowadays for the psychoanalyst's couch. Allowing five points for identification of each character, and five more for naming the work or the author concerned, a score of sixty is passing, seventy passing fair, and eighty or better surpassing. Answers on page 50.

1. This introspective young aristocrat, tormented by grief and indecision, bewildered his family and friends by his sudden irrationality of speech and action.
2. This deranged spinster, whose clocks all stood permanently at twenty minutes to nine in remembrance of her life's great tragedy, plotted revenge on men in general.
3. This imprisoned ecclesiastic gained the reputation of being mad because of his obstinate belief in a fabulous hidden treasure.
4. Unclothed, wounded, and bereft of his beloved, this legendary hero dunked passing travelers in a well while he was ranging the wild forest with none but shepherds to befriend him.
5. This mighty ruler, his mind wandering, was forced to live in the open fields till his hair resembled nothing so much as eagles' feathers.
6. Haunted by the certainty of his approaching madness, this tragic youth determined to sow his wild oats with a lavish hand before his intellect failed.
7. This unhappy lunatic escaped from the confines of her upper chamber and attempted to burn her husband in his bed.
8. The reason of this invincible athlete twice fell victim to malicious jealousy, causing him first to slay his own children and, afterwards, his bosom friend.
9. Forced by her mother's cruelty to renounce the man she loved, this gentle girl stabbed her husband on their wedding night and died almost immediately thereafter, her wits addled by the shock.
10. His soaring imagination unbalanced by tales of knight-errantry, this unworldly scholar embarked upon an ill-starred venture into an unsympathetic and bewildering world.

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A Touch of Bacchus

SIX WEEKS IN MARCH. By Constance Robertson. New York: Random House. 312 pp. $3.

By HARRISON SMITH

CONSTANCE ROBERTSON has written half a dozen solid historical novels; now she has "turned back," to use her own words, "to what is, after all, the central interest of every writer—the history of a human being," though in this story she has written the history of several human beings, a large family living in upper New York State a few years after the Civil War.

Elijah Lamb, the head of the family, lies motionless in his bed, dying of a stroke, when the novel begins. His wife, Meg, a tall and still beautiful woman, is touched with insanity, with moments of startling lucidity and inspiration. They have twelve living children, and the memories of a beloved and irresponsible son killed in the Civil War. Ruth Lamb, his young widow, had left her own home for Elijah's farm to nurse the old man. When the news of their father's approaching death reaches the rest of the family, they arrive in their carriages with their wives, husbands, and children. There are thirty or more human beings packed into the old farmhouse.

According to their natures they have revered, loved, or hated the lying old man; but their descent on the century-old home has a deeper sinister motive. Though Elijah had been a sternly honest man, he had accumulated what was in those days a fortune in land, mortgages, stocks, and bonds in railroads and canals, and presumably a large store of hard money, gold and silver. With the exception of one or two of his sons and his daughter-in-law Ruth, they were rabid for a sight of this wealth in which all were to share equally.

When a great snowstorm kept them indoors week after week the tension in the house mounted. Those who had come to mourn searched secretly in barns and house; only one room was forbidden to them, the great bedroom in which the old man lay. Finally the room was guarded only by Adam, his

stalwart older son, and Ruth, who had loved him but had finally married his younger brother. It was a time when people treasured their sins, and Ruth knew that she had sinned against Adam and against her own nature.

Meg, too, in her disordered mind, had sinned by loving too deeply her dead son. A tribe of gypsies had arrived and had been allowed by Meg to stay in the huge smokehouse if they worked for their keep. Both the old mother and Ruth were attracted by their young leader and by the spells and incantations of these alien people. Before March had ended, the farmhouse had become a refuge for people whose greed and suspicions mounted with each day. They stormed into the old man's room, where they knew a fortune was hidden; they conspired and fought with each other.

Sorcery and witches' incantations and sexual temptation become involved with a plot that contains enough drama to motivate three ordinary novels. As Elijah's death approaches, the author provides two climaxes to bring "Six Weeks in March" to its absorbing end. One is a memorable scene in the blazing smokehouse, swarming with gypsies young and old, where Meg brings the hoard of silver and gold she had taken from its hiding place to expiate her sinful love for her son; she is sent spinning in a wild dance of whirling witches and leaping swarthy demons.

There may be some question as to whether Mrs. Robertson has not been too generous in providing so much drama in so small a place as a hilltop farmstead. But once the central theme of "Six Weeks in March" appears—that the loss or gain of a hidden fortune will drive normal self-respecting people mad—it will be difficult for even a casual reader to put the book down before it is completely finished.

SOLUTION OF LAST WEEK'S KINGSLEY DOUBLE-CROSTIC (No. 982)

ARTHUR KOESTLER:

ARROW IN THE BLUE

The virtues of understatement and self-restraint make social intercourse civilized and agreeable, but they have a paralyzing effect on autobiography. The memoir-writer ought neither to spare himself nor hide his light under a bushel.

Singing Memories

A BRIGHTER SUN. By Samuel Selvon. New York: Viking Press. 215 pp. $3.

By SELDEN RODMAN

IN Haiti, during the war, a peasant in an isolated coastal region who hadn't heard about not giving aid to the enemy was taken to task for having stocked a Nazi vessel with coconuts and bananas. Laughingly he reassured the authorities: "Think nothing of it, M'sieu, I saw with my own eyes the boat so loaded it went straight to the bottom with everybody aboard and was never seen again!" In the Trinidad of Samuel Selvon's first novel, a native hears about the war for the first time in August 1942; shrugging his shoulders, he says, "O-ho! Dat is why we seeing so much trouble to get saltfish in de shop now!" And just as Philippe and Pierre Marcelin in "The Peril of God" several years ago gave literary form for the first time to the voodoo priest and the superstitious *petit maitre,* so now Mr. Selvon, himself a Trinidadian of Indian extraction, has pioneered to bring the polyglot island of Calypso and steel band fame into human focus.

Lacking the sense of style or the dramatic flair of the Marcelins, Mr. Selvon compensates with a greater sympathy for simple people and a deeper understanding of their place in the scheme of things. Without cynicism, condescension or romantic pity, he manages to bring to life a community on the verge of self-awareness —uprooted by exile and war, beguiled by the American standard of living and mechanical efficiency, bedeviled by colonial class- and race-prejudice, struggling for education and identity. The story of Tiger, the young Indian to whom the sky is "real, a blue bowl covering the world" but who would like to know how high it is and where the rain comes from, dominates the novel. The unfolding of his marriage to Urmilla, and of his divorce from the agricultural pursuits and caste-ridden status of his ancestors in the brutal but emancipating turmoil of an American road-building project, is movingly related against a counterpoint of other disrupted lives—Sookdeo, the old Indian who is literally uprooted with a bulldozer; Tall Boy,

(*Continued on page* 61)

Selden Rodman is the author of "Renaissance in Haiti" and "Portrait of the Artist as an American." He is now editing an issue of Perspectives USA.

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The Saturday Review

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Business Is on the Spot

This week's guest editorial is by the president of the Ford Motor Company.

WE Americans have an almost mystical faith in anything new. We tend to regard newness as something of a virtue and a power in itself. A new year, a new Administration, a new approach to any situation—however familiar that situation may be—brings about an upsurge of enthusiasm and confidence that leads us to believe anything is possible.

This attitude toward newness—this eagerness for change—often leads to brave decisions and bold actions and lifts us to great heights and rich rewards. It accounts in large part, I'm sure, for our amazing social and economic progress over the years.

But inevitably we run into the cold, gray dawn of the morning after when we are reminded again, as the French put it, that the more things change, the more they remain the same. This year's problems, this year's challenges and responsibilities are little different, basically, than they were last year. And there are no solutions at hand now that were not at hand a year or two years ago.

Businessmen have been notably addicted to this trust in the curative power of newness. Great numbers of them have proclaimed that the inauguration of the first Republican President since 1933 opens up a great new era.

This, to me, is a dangerous form of wishful thinking. It seems to say that we are somehow, overnight, going to achieve automatically a bright new world in which our problems will suddenly disappear. As we move along in this great flush of enthusiasm and optimism, we seem to forget that eras don't begin at the last stroke of midnight on December 31 of any year—or at high noon on Inauguration Day, either.

If there is to be a "great new era," it will be attained only if American business demonstrates a kind of leadership and responsibility which is unprecedented in American history. Business leadership will have to make a greater effort than ever before to understand clearly the tremendous forces which are at work both here and abroad, so that it may be better prepared to take sound action and give constructive support to the Government.

Whether we like it or not, business is on the spot. In the eyes of people everywhere, the new Administration will be regarded as representative of business thinking and responsibility. In fact, a close look at the new men in key Government posts would seem to indicate that the barricades have been stormed.

As business moves into this new and unfamiliar role in the nation's affairs, it should not escape us that, over the past decade or more, America's tremendous strides in productivity and higher living standards have been due not so much to our own purpose and intent as to our ability to respond effectively to circumstances beyond our control. Opportunity, often in the form of dark and desperate forces, has, in effect, led us by the nose up the road of material progress and international responsibility.

At the outbreak of World War II—only thirteen years ago—the United States found that it was called upon to feed, clothe, and arm nations fighting for their very existence. To do this for others—and to prepare for our own defense—we had to expand our productive capacity to an extent unprecedented in our history. We had to broaden our concept of responsibility, too, and begin thinking in terms of hemispheres instead of national boundaries.

We did what justice and mankind demanded of us. In the process we discovered that our latent potential for productivity was tremendous and

Snowy Errand

By Amy Bonner

STEPPING out where snow piles high.
Roadway, rooftop, lost in change,
The outdoor landscape without sky,
A world, I find, grown blanched and strange.

Taller in that platinum hush,
Snow-topped trunks are etched in brown.
Cotton puff-balls knot each bush
Rising from earth's eiderdown.

Feathery and crystal white,
The air moves like a swirling sea.
I breathe in cold immortal light
Of wind and flake and filigree.

My errand done, with soundless tread
I push through thickness soft as loam.
Buoyed by the wind and buffeted;
My waiting collie barks me home.

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that our human sense of obligation to the world ran deeper than we had ever dreamed. Of course, the productive potential had always been there and so had the sense of obligation. They came to the surface when conditions and circumstances forced us to open our eyes to opportunities we had long overlooked.

Two years later we entered the war ourselves and added to our responsibilities. We found ways to build 50,000 planes a year and to stave off starvation among our Allies. We assembled ships like automobiles and sent the goods of our factories and the produce of our farms to every port in the world. I think it is significant that World War II is the only major war in history which was not followed by famine and epidemic—entirely due to the readiness and ability of this country to forestall them.

AT THE end of the war we found crucial uses for the greatest productivity the world had ever known. The vast markets of war had only faintly foreshadowed the immensity of the needs and the markets that were to come with peace. We had become the fulcrum upon which the economy of the free world must balance itself.

With the growing threat and recurring instances of Communist aggression, with Korea, we have had constantly to revise our estimates of what constitutes our responsibility to the civilized world. We have been forced to respond to challenges that had been passed up in the past and to learn to avail ourselves of bountiful opportunities. Is this, then, a time to relax our efforts and to turn our thoughts inward to traditional business interests?

To the contrary, I think that American business has a greater responsibility—and a greater opportunity—than ever before. There is a chance now to provide a kind of leadership which acts rather than reacts, which seizes the initiative, and which moves ahead by design rather than in response to outside pressures.

This is an opportunity that we in business must not fail to meet. For years we have talked glibly of the superiority of the American way and of our ability, if given the chance, to correct many of the evils which beset us and the other peoples of the world. We have asked for the chance to show what we can do. Now we have that chance.

If there is any value in newness of itself, I hope it will be found in a new awareness of our responsibilities as businessmen today and a new determination to make a real and lasting contribution to world peace and prosperity. —HENRY FORD II.

Thomas Sugrue

TEN years ago this month Thomas Sugrue did his first writing for *SR*. It was a review of Thurber's "My World and Welcome to It" and it wittily previewed for its readers a uniquely felicitous, mature, erudite style they were to enjoy during the ensuing decade. He was already in the clutches of the disease—never diagnosed but resembling arthritis, spinal meningitis, and infantile paralysis—which confined him to bed and wheelchair and finally caused death last week at the age of forty-five. But an habitual faith in God gave him epic courage and left his mind and spirit untrammeled.

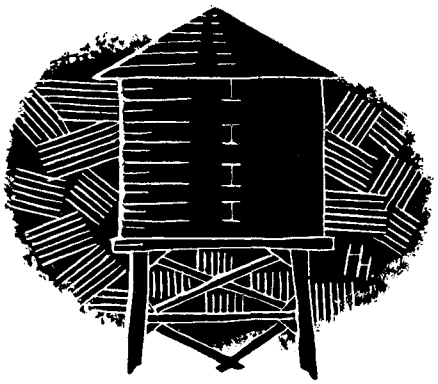
Often in hospital, never without pain, Thomas Sugrue yet managed in the last fifteen years to earn a living for himself, his wife, and his little daughter. He had a brilliant record in literature and journalism at Washington and Lee. His writing on the *New York Herald Tribune* attracted the attention of *American Magazine,* which sent him on a roving assignment around the world. It was on this trip that he was stricken. By that time he had written no books, but before his death six published works bore his name. They ranged from a novel, the story of a Catholic community in a Connecticut factory town, and a collaboration with Eddie Condon, on the development and significance of jazz, to the autobiographical "Stranger in the Earth" and "A Catholic Speaks His Mind," which attracted immediate nationwide attention.

An extension of his religious faith was a belief in many kinds of psychic phenomena; he lectured and wrote extensively on various aspects of this subject. His knowledge of comparative religions, the Bible, and national literatures was prodigious. A flair for satire, tempered by a fundamentally sweet nature, often took the form of dialogues with the Devil—he called him Old Scratch.

Books on Irish literature, the Bible, and religious and psychic subjects usually turned up on Mr. Sugrue's desk for review for *The New York Times, New York Herald Tribune,* or *SR*. One such, "Ho for Heaven: Man's Changing Attitude Toward Dying," contained a quote from Sir Thomas More: "Thank God the field is won." Thomas Sugrue's comment was, "That is the way to die!"

And that, if we know Tom Sugrue, is the way he died.

—E. P. H.



Bookmarks

NOT long since, a Cincinnati reader asked us to lay the Black Curse of Cromwell on "publishers who place page numbers at the bottom, in the center." Now rises Will Ransom of the University of Oklahoma Press, who fears no curses of any color, be they Cromwell's or whosesoever, and deposes:

> Your "curse laid" is questioned, not to say resented, by a book designer who customarily uses foot center folios. Further, the curse is exorcised by John Dreyfus in "The Work of J. Van Krimpen" (London, Sylvan Press, 1952). In the chapter on Van Krimpen's "Typographical Style," p. 60, he says: "By 1943, the folio number had come to be placed in its *now invariable position* (my italics) for literary works, centered at foot." So what?

Noted and made of record. But we might add, in passing, on behalf of our Cincinnati protester, that it is good to see a reader who is concerned about the technical facets of book production.

* * *

"Moby-Dick" was published the year in which the Massachusetts Mutual Life Insurance Company was founded. It is pleasant to note, therefore, in Richard Hooker's history of the company's first century, a highly readable narrative that is nicely projected against the background of contemporary events, that during its very first weeks of existence—on November 4, 1851, to be precise—the directors voted "that the application of William Pulsifer for insurance on the life of William A. Pulsifer, a common sailor, on a whaling expedition, be accepted and the extra rate of premium fixed by the secretary and general agent."

Mr. Hooker's researches, which have been thorough, indicate that Pulsifer, Jr., returned home safely—much to the company's joy, certainly, for when a stay-at-home policyholder died in 1853 the directors had to do some brisk scrambling to raise the $3,000 due his beneficiary.

—J. T. W.

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LETTERS TO THE EDITOR

Handshake Into Fist

▶ MR. KEVIN O'MALLEY suggests that Christianity would have more appeal for the world if less emphasis were placed on the virtues of humility, tenderness, and meekness [LETTERS, *SR* Nov. 13]. He should remember that Christ advocated these virtues in the Sermon on the Mount and that his followers must, perforce, advocate these same qualities. It is the purpose of the Christian to change the world so that these virtues are esteemed by all men. "For God so loved the world" is part of our faith.

GEORGE B. STANTON, JR.

Brooklyn, N. Y.

"Korean Tales"

▶ I LIKE TO THINK that you don't approve of the snide review of Melvin B. Voorhees's "Korean Tales" by John M. George [*SR* Nov. 29]. Regardless of the merit of the book, it has aroused the ire of the Pentagon brass, and probably with more than ordinary justification. I object not only to the tone of the review, but to its brevity. What, in Voorhees's book, offends the Pentagon big shots? If your reviewer believes "the public may hear much more concerning Col. Voorhees and his controversial disclosures," why are *SR* readers denied hearing what some of these "disclosures" are? I believe your reviewer let your readers down in this particular review, unless you're on the side of the Pentagon.

NORMAN B. STUCKEY.

Washington, D. C.

Clearing Up the "Tales"

▶ FROM WHAT I read in the newspapers, I understand that Colonel Voorhees (1) did not submit his manuscript for Army approval before publication, and (2) refused after receiving a direct order to do so. This would violate not only military discipline but also an Army regulation which states that personnel on active duty will submit manuscripts for Army review prior to publication. The Army thus may eliminate errors of fact, matters of questionable taste, and information of interest to the enemy. It was, I suppose, the refusal of an officer to comply with a regulation and obey an order that "aroused the ire of the Pentagon brass."

What in Colonel Voorhees's book might offend "the Pentagon, big shots"? Did the Colonel reveal any military secrets? I think not, but I would defer in this matter to the judgment of the military. Does his book contain errors of fact? Yes, but of such minor consequence that they do not affect the validity of his account. Did he include matters of questionable taste? Not in my opinion, but some persons, I can imagine, might regard as in bad taste the suggestion that Army officers are motivated to a certain extent, as are other men, by ambition.

Some individuals have courted notoriety or martyrdom to gain the attention of the public. Colonel Voorhees has deliberately attempted to write a controversial book and has apparently chosen to present it in a controversial manner, presumably because he feels that what he has to say is so important to the American public that it warrants drastic action on his part. I don't believe he is protesting military censorship pure and simple, for his "Korean Tales" suggests otherwise. But whatever Colonel Voorhees's intentions are, in my opinion, and as I said in my review, Colonel Voorhees's book is primarily informative rather than sensational. His account of the shocking activities of certain nefarious journalists reflects no discredit upon the Pentagon unless one holds that the Army displayed a timidity in dealing with the organs of public opinion.

If the Army courtmartials Colonel Voorhees, the public will probably hear more of him. As for the "controversial disclosures," I guess Mr. Stuckey will just have to read "Korean Tales" and decide for himself whether they are (1) disclosures and (2) controversial.

JOHN M. GEORGE.

New York, N. Y.

THROUGH HISTORY WITH J. WESLEY SMITH

"I'll just call it Brahms's Lullaby. How do you like it?"

The Exact Words

▶ MR. VICTOR LASKY writes that he is "getting sick and tired of hearing constantly that, in the words of Gilbert Seldes, Vice President-elect Richard Nixon's story of his financial affairs 'was partial or evasive' " [LETTERS, *SR* Dec. 27].

Anyone reading this would naturally assume that he was quoting my own opinion of the Nixon story.

My exact words ["TV and the Voter," *SR* Dec. 6] were:

"It is therefore an exercise in political morality to decide whether Nixon was right in bringing in his mother, his wife and his children's dog to create the atmosphere in which the complete and candid story of his finances would be believed, or whether he used these same elements to cover up the fact that his story was partial and evasive."

Nothing in that sentence implies that I myself had made any judgment between "complete and candid" on one side and "partial and evasive" on the other. The words I used in each case had been publicly applied to the story. As I was discussing a television technique, it would have been inappropriate for me to offer either phrase as my personal opinion.

GILBERT SELDES.

New York, N. Y.

Omitted Sentence

▶ IN PUBLISHING MY REVIEW of Edna St. Vincent Millay's "Letters" [*SR* Nov. 15] you omitted the following: "But you should have learned that to tell just what you see may involve—*vide* Eliot and Pound, neither of whom you appreciated—a resonant literary allusion." I am concerned that your readers know my position in this matter.

BABETTE DEUTSCH.

New York, N. Y.

EDITOR'S NOTE: *Miss Deutsch may have felt—in view of previous articles* SR *has published—that her review was cut for reasons of editorial policy. This is not the case. The sentence in question was cut to allow room for the portrait of Edna St. Vincent Millay which topped the column.*

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Broadway Postscript

SE MOQUER OU NE PAS SE MOQUER

THE Renaud-Barrault Company came and went so quickly, and did so much while here, that theatregoers are still wondering if it all ever happened. Was it they or five other troupes? High among the mysteries left behind was the much-praised but never-investigated ability of the company's leading lady, Madeleine Renaud. Those who saw Mme. Renaud perform in only one of the series that the French aggregation presented are apt to remember her as a stylish and mannered actress; those who watched her through the entire string of six roles are perhaps more inclined to regard her as a past master of the acting techniques and traditions that go with the various epochs of French drama; but those fortunate enough to have met her, or to have observed her in rehearsal, soon came to feel that here was a miraculously wise and truthful woman, who put all her compassionate understanding of life into whatever she did.

Questioned about this at her Plaza Hotel quarters while her husband, Jean-Louis Barrault, in the next room was grabbing forty winks between the matinee and evening performance of the complete "Hamlet," the forty-eight-year-old actress explained her approach to mastering the style of the varied menu which the Renaud-Barrault Company present. "Whatever style I have comes not from any preconceived notion of what you must do with plays of this or that period, but from the lines of the author. I read his words trying to forget Madeleine and to become the part. The gestures and movement seem to follow naturally."

Mme. Renaud maintains that the words of Molière, who wrote in the seventeenth century, are pronounced differently from the words of Marivaux, who wrote a hundred years later; much as Shakespeare's English, intelligently spoken, requires a different kind of diction than does a Restoration play. However, of all the roles she has played she feels that Araminte in Marivaux's "Les Fausses Confidences" is the most difficult. "Marivaux is so *'raffiné.'* He never has you say 'I love you.' Instead you have to go all the way around"—and she made a slow, delicate, circular gesture with her finger to indicate the tantalizing deviousness that Marivaux can add to a simple situation. "When I'm playing Araminte, I usually have moments when I feel I'm about to lose the audience along the route."

As for Molière, who is easier because he is more direct, Mme Renaud thinks of him as three authors. "The poetic plays like 'Amphitryon' are the most difficult, simply because they are written in verse." The popular farces like "Les Fourberies de Scapin" are a second Molière, which she feels are the easiest both for the actor and the audience. "Of course, there's a third kind of play half-way between the two, and that is the comedy of character. When we return here in 1954, I would like to play Angélique in 'Le Cocu Imaginaire,' which is this kind of comedy. It is my favorite part in all of Molière."

Mme. Renaud knows whereof she speaks, because she has played a great deal of Molière. In fact, her first role on leaving the Conservatoire de Paris to join the Comédie Française in 1923 was Agnes in Molière's "L'Ecole des Femmes." Though she received the first prize in comedy at the Conservatoire, she doesn't believe she was much of an actress then. "When you are eighteen what do you know? You are trained in voice, in gesture, in diction, but you cannot interpret a role very deeply. For that you must live a bit. Simone Valère has been with us for five years now, and she is just beginning to emerge as an actress."

In France the older members of a company do a great deal to help fill the gap of inexperience in the younger actors. "That is one advantage of a permanent repertory set-up. Both at the Comédie and with our company we spend some of the rehearsal time teaching the younger ones. I don't mean tricks. We really teach only one thing. Play the part more sincerely, more deeply, and let the author and director do the rest."

THAT neophyte performers are not the only ones to benefit from Mme. Renaud's advice is indicated by Albert Camus' description of a rehearsal at the Marigny. He says:

> Madeleine Renaud would sit in her corner with her hands folded modestly in her lap. Then she would make a little suggestion. "You know," she'd begin, "don't listen to what I say, I am speaking as an old trouper. But it seems to me that . . . ." That was the time when I knew I must listen. Nine times out of ten her observation would be right. "Too lucid," Barrault would reply, "If we listened to you we wouldn't do anything." But he did listen to her and he still did many things.

Jean-Louis Barrault and Madeleine Renaud first met in 1936, but it was not until he joined the Comédie Française after the demobilization of

J.-L. Barrault and Madeleine Renaud in "The Trial"—"'you must live a bit'."

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1940 that the two were married. Later in 1946 when the Comédie underwent a reorganization, the pair decided to resign and form their own company, although they themselves have somewhat different approaches to the art of acting. "I never analyze my part or know why I do this instead of that," admitted the actress with refreshing frankness, "Jean-Louis is just the opposite. He is always thinking about why, perhaps, he should do something in another way."

At this point M. Barrault appeared at the door blinking and sleepy. "I am very, very tired," he said with a weak smile. Mme. Renaud immediately excused herself, and went about heating some coffee and preparing him a piece of bread and cheese from a package stored outside the bedroom window. He ate without relish, commenting resignedly, "In forty minutes I am Hamlet."

Leaving the philosophic Hamlet to his quick lunch, Mme. Renaud discussed the company's plans for the future. "From here we go to Cairo and the Near East, where we shall continue our tour. [EDITOR'S NOTE: A late dispatch from London indicates that they may play there instead because of a ban placed on his visit by the Egyptian Government.] This summer Jean-Louis will make a film about Wagner. And then next fall we open in Paris at the Marigny with Paul Claudel's 'Christophe Colomb.' We will follow that with Giradoux's last play, 'Pour Lucrèce,' for which Edwige Feuillère and Yvonne de Bray will join us. Then perhaps De Musset's 'Le Chandelier' and Racine's 'Bérénice.' I have played in 'Le Chandelier' at the Comédie, but it will be my first attempt in a very long time at Racine. I do not have the power and large physique you need for tragedy, but I think I may be able to do Bérénice. The trouble with the French theatre is that most of the women's roles are so pale compared with the men's. Of course, we are going to miss performing such old standbys as Anouilh's 'La Répétition.' You know for us our three greatest contemporary dramatists are Roussin, Sartre, and Anouilh."

Mme. Renaud has her own theory as to why Anouilh has not been well received here. "It isn't the long speeches. I went the other night to see your wonderful 'Summer and Smoke' and there were lots of long speeches. But Tennessee Williams believes with all his heart what he says, just as I when I act try to be absolutely sincere with each line. Now Anouilh, on the other hand, makes fun of (*se moque de*) what he writes. He says perhaps this is true, perhaps not. Jean-Louis does the same thing when he is acting. He plays a game with the lines. I don't think Americans like that as much as complete sincerity."

Hesitantly, I inquired if this combination of a wife who approached everything sincerely and without analyzing, and a husband who liked to play intellectual games, might not be a bit tempestuous. "Ah," she said with a charming laugh that told all, *"On ne se moque pas d'amour."*

—HENRY HEWES.

Drama Book Notes

CHRONIC CHRONICLES: Anyone who already owns the $142.75 set of "Best Plays" from 1899 to 1951—and they can still be purchased except for one volume—will undoubtedly find the current issue, **"The Best Plays of 1951-52"** (Dodd, Mead, $4), indispensable. It brings up to date the expanding chronicle of fifty-odd years of American theatre, and puts at the fingertips such things as cast lists and brief synopses of all plays produced on Broadway, opening and closing dates, length of runs, plus ten "best" plays of each year presented in abridged form. This book has, as does the rest of the series, the serious drawback of being without an actors' index. Perhaps its compiler, the strong-opinioned John Chapman, will get around to adding such an index one of these years. If so he will be forgiven an occasional peccadillo like calling Enid Bagnold's "Gertie" an importation of a London hit.

Not quite so forgivable, however, is what another theatre editor is doing. Daniel Blum, who claims to love the theatre more than its critics do him, has brought out his eighth annual album, **"Theatre World, Season 1951-52,"** (Greenberg, $4.50). If properly done, this album would be the ideal way to record a theatrical season. The cast lists, the dates, and the runs are all here again and this time *with* an index which enables the reader to locate actors. Instead of abridgements or synopses, there are photographs of scenes and publicity shots from each production. However, they are meaninglessly assembled, with often as many as eight pictures on a page half the size of this one, which is a little like asking a theatregoer to watch a performance through the wrong end of opera glasses. Fewer photographs more sensitively selected and printed in larger size would be an improvement, and so would the inclusion of the bit of dialogue that goes with each picture, along with an explanation of its place in the play, which is the way the British do in their "Theatre World Annual."

—H.H.

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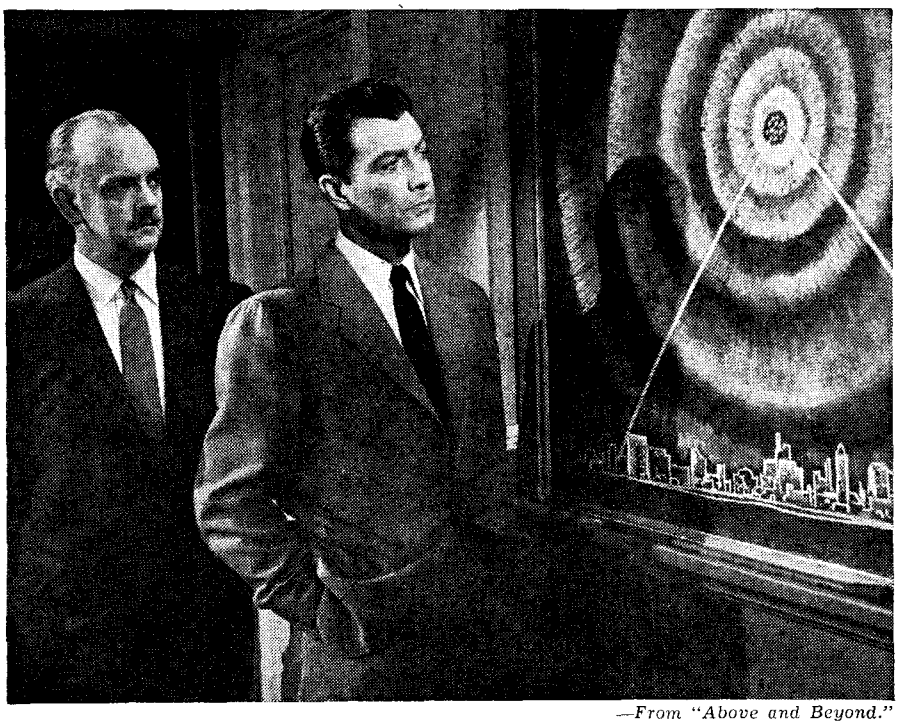
SR Goes to the Movies

ATOM BOMBS & ANTI-COMMUNISTS



—From "Above and Beyond."

Robert Taylor meditating the atom bomb—"at one push of the button."

"ABOVE and Beyond" (M-G-M) is a detailed, frequently exciting account of the hush-hush preparations that led up to the dropping of an atomic bomb over Hiroshima in August 1945, given the "now it can be told" treatment. Lest you think that you are in for a two-hour documentary, however, the film is preceded by the familiar notation, "The events, characters, and firms depicted in this photoplay are fictitious. Any similarity to actual persons, living or dead . . . is purely coincidental." This may seem an odd way to introduce a story built around the two-year travail of the men stationed out at Wendover, Utah, the testing grounds for the B-29's used in the operation, and more especially the highly personal difficulties and decisions of Col. Paul Tibbets, the man designated by the Air Force to organize and administer Operation Silverplate, and ultimately to drop the bomb. Certainly, the scenes of selecting, checking, and training the crews, and the tense, climactic flight to the target area are all rendered with a degree of realism that would belie the foreword. Even the more intimate sequences, the relationship of Col. Tibbets to his family and friends, generally carry a fine sense of authenticity.

But somewhere along the line the note does seem to apply. In the midst of such momentous activity, the film pauses frequently to depict the petty private woes of Mrs. Tibbets, who narrates the film—things like the Colonel not showing up for a special birthday party, speaking harshly to his little boy, insisting on disciplining his best friend and brother officer. There is even a fairly humorous sequence in which an atomic scientist repairs the Tibbets' plumbing in order to maintain his incognito. Obviously, all these bits have been introduced to make the story more personal, more lifelike; yet by their very familiarity they tend to give the characters a rather movie-ish turn. One cannot help wondering, watching these little escapades provided by the script, what the man who dropped the first atomic bomb was *really* like. Like you and me? Like any other family man? It hardly seems possible whenever the picture turns to his close collaboration with research scientists, the hours of gruelling training that became his daily routine, and the final momentous decision he had to make, a decision to kill at one push of the button tens of thousands of human beings. In all of this, Melvin Frank and Norman Panama have together produced, written, and di-

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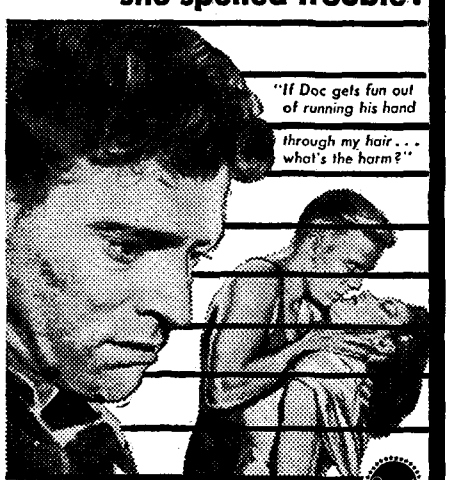
"THE BAD AND THE BEAUTIFUL"
co-starring
BARRY SULLIVAN
GLORIA GRAHAME
GILBERT ROLAND
An M-G-M Picture

ON THE GREAT STAGE
"Many Waters"
Gala new revue produced by Leonidoff, settings by James Stewart Morcom . . . introducing the spectacular aquatic display, "Dancing Waters," Rockettes, Corps de Ballet, Choral Ensemble and the Music Hall Symphony Orchestra directed by Raymond Paige.

That girl in his house... she spelled trouble!



BURT LANCASTER
SHIRLEY BOOTH
IN Hal Wallis' PRODUCTION
Come Back, Little Sheba
Doors Open 9:45 A.M.
Victoria
B'way & 46th St.

rected an earnest and essentially high-minded picture. Only where they have tried to make it "human" does it become less than heroic. The casting of Robert Taylor and Eleanor Parker as the two leads, despite excellent performances, suggests this same "humanizing" approach. More to the point are James Whitmore, the hard-pressed Security Officer on the post, and Larry Keating's vigorous portrait of General Brent.

* * *

With one eye on the memorable "Ninotchka" and the other, presumably, on the world situation, producer Mort Briskin filmed "No Time for Flowers" (RKO) as a present-day satire on Communists and Communism. But director Don Siegel is no Ernst Lubitsch and, alas, Viveca Lindfors is not Garbo. What emerges, then, is a fairly clever story idea muffled—almost muffed—by inadequate treatment. Once again the loyal girl-comrade, lured out of her turtle-neck sweaters by champagne and Chanel No. 5, demonstrates that sex is stronger than Stalin. Once again the charms of capitalist society, represented specifically by lipsticks, nylons, and American coffee, win out over Communist discipline. But whereas "Ninotchka," with its wonderful burlesque commissars, bubbled along in a gay Parisian froth, "No Time for Flowers" is set in gloomy Prague, its Communist officials as grim and forbidding as they probably are in real life. In fact, the entire film shuttles uncertainly back and forth between the lightly satirical note struck in the opening scenes and a heavy-handed realism as the action progresses.

* * *

Equally anti-Communist is "The Hoaxters" (M-G-M), a half-hour documentary put together under the supervision of Dore Schary from material compiled by Victor Lasky and William Hebert. That a short should be produced by the head of a major studio is unusual enough; that it should deal intelligently, without hysteria, with the question of Communism is cause for rejoicing. Perhaps its presentation is a bit less "objective" than the introductory title would suggest, still its underlying outlook is constructive and its marshaling of facts impressive. The Communists, the "hoaxters," are compared to a sideshow snake-oil salesman, their promises and panaceas to his marvelous elixirs. Both use the "big lie" technique. The film documents the seven times that Russia has changed its attitude toward us between 1917 and the present, alternating between "hate America" and "love America" slogans, each shift introduced with either a fierce newsreel shot of Stalin standing with clenched fist or a gentle, smiling Stalin waving happily at the camera. In a series of well-selected film excerpts, Roosevelt, Eisenhower, Truman, and others answer the Communist charges.

But "The Hoaxters" is not simply another anti-Communist movie, an issue to which most of us are already thoroughly alerted. Its most urgent note is pro-democracy. An extension of democracy, the film argues, is the surest bulwark against world Communism. Nor is democracy left as merely a word. It is defined as guarding against fear- and hate-mongers, against racial and religious prejudice. The film speaks proudly of our part in the reconstruction of postwar Europe through UNRRA and the Marshall Plan, our role in the formation of NATO and the United Nations to build for peace. Herman Hoffman's stinging narration is read by such M-G-M luminaries as Robert Taylor, James Whitmore, Walter Pidgeon, and Dore Schary himself. This is one short that does more than fill in time between two features.

—Arthur Knight.

SR Recommends

My Cousin Rachel: Olivia de Haviland in a photoplay of Daphne du Maurier's melodrama. (*SR* Jan. 17.)

Little World of Don Camillo: Don Camillo, the priest, and Peppone, the Communist mayor, wrestle for the soul of an Italian village in this comedy-satire based on Giovanni Guareschi's novel. (*SR* Jan. 17.)

The Member of the Wedding: Julie Harris, Ethel Waters, and Brandon de Wilde collaborate in an accurate screen translation of the Carson McCullers play. (*SR* Jan. 10.)

The Bad and the Beautiful: Hollywood looks at itself in a film notable for first-rate acting, particularly by Lana Turner. (*SR* Jan. 3.)

Come Back, Little Sheba: Shirley Booth's magnificent Hollywood debut as the slovenly, adolescent-minded housewife of William Inge's moving play. (*SR* Dec. 27.)

Face to Face: Joseph Conrad, Stephen Crane, and Hollywood collaborate here in a highly valuable "duo-drama." (*SR* Dec. 20.)

Two Cents' Worth of Hope: Life in an Italian village, imaginatively re-created by director Castellani. (*SR* Dec. 13.)

Forbidden Games: A memorable exploration into the child's world, filmed in France. (*SR* Dec. 6.)

Breaking through the Sound Barrier: By no means a conventional "space-opera," this drama is given the benefit of a magnificent performance by Sir Ralph Richardson. (*SR* Nov. 22.)

Limelight: Chaplin's new film, hailed by some as a masterpiece, criticized by others as sentimental and banal, but well worth seeing at either evaluation. (*SR* Oct. 25.)

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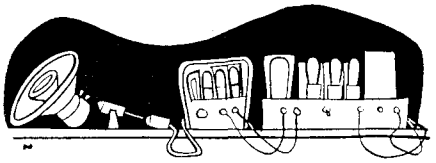
TV and Radio

BUSINESS—BROADCAST & TELECAST



THREE regularly scheduled business "institutional" programs are on the air at present: "Meet the Boss," Tuesday nights over the Du Mont Television Network; "Industry on Parade," presented on assorted TV stations at various times by the National Association of Manufacturers; and "Industry Reports," also prepared by the NAM, and heard Saturdays over ABC Radio. The Chamber of Commerce, sharing the same ABC time in alternate thirteen-week cycles with the NAM, recently completed "Speaking for Business."

"Meet the Boss" is a "live" half-hour TV show in which Marshall McNeil, of the Scripps-Howard Washington bureau, chats informally with heads of industries. "Industry on Parade" is a quarter-hour TV package providing fleeting operational glimpses on film of large and small enterprises. And both the NAM and CC radio ventures are straight fifteen-minute talks, which have ranged in subject from the business outlook for 1953 to an unfavorable view of the Federal barge system or a tribute to the U.S. Coast Guard.

"Meet the Boss" is intentionally homey. The "boss" enters a living-room set, sits on the sofa, and tells how he got into his business and what he does. "Industry on Parade" is remote, impersonal—machines in motion, a hand, a shaft, an assembly line—the compressed essence of the conventional industrial movie. "Industry Reports" is a staff announcer reading NAM variety copy.

Julian L. Woodward and Elmo Roper in their article "The Public for Plant-Community Public Relations Effort," published in a recent issue of *The Public Opinion Quarterly,* report that corporations have little to expect or fear from the large majority of citizens in their communities. The dominant attitude is one of mild approval accompanied by little interest or knowledge. In a business public-relations program the "effectives," or the people who "count," constitute roughly 10 per cent of the adult cross section. These really "care" about what business does, making a serious effort to learn the virtues and weaknesses of companies.

The current radio-TV business programs are aimed, presumably, at "the large majority of citizens." If we measure them qualitatively against the Woodward-Roper findings, "Industry on Parade" fares poorest. Locally, it may provide a pleasing plug to a NAM member, and perhaps successfully communicate some information about it—although it is difficult to see how anything important is accomplished, the sequences being so brief.

"Industry Reports" rates a shade higher because it is largely news—"business headlines"—and these are often timely. But in a world "buzzing with appeals to individual interest and overrunning with emotion-rousing stimuli" (Woodward-Roper) it is hardly conceivable that the average listener will seek out, or "care" about, the NAM point of view, especially if it is presented in a straight talk.

"Meet the Boss" does not disturb the business stereotype, but at least it presents it in personal terms. The visiting "boss" may be rather stiff and inarticulate, but he seems a reasonable fellow, usually has a family, may have played football at Notre Dame, perhaps borrowed money from his mother to start his business. The average viewer won't dislike him even when he inherited it; neither will he cheer for him. In either case he will not get excited.

Of the 10 per cent of the "effectives" who "count" in the realities of a public-relations effort, if any listen to or watch the business programs, they may be unfavorably influenced toward business by the obviously one-sided points of view which are expressed and by the thinness of information. "Meet the Boss" errs in "homeyness" carried to excess, in the host's habit of stepping on his guests' responses, and in an occasional, unfortunate remark. Thus, Mr. McNeil, speaking of the products manufactured by the American Machine and Foundry Company, turned to the president and said with a full, Southern drawl: "But, of course, you don't do 'em with your own pudgy little hands—you hire folks to do 'em."

Business ought to take a sharper look at its target assumptions, communications goals, and program effectiveness on radio-TV. The present paucity and modesty of business institutionals suggest a very unbusinesslike approach. If, as research indicates, business is making neither friends nor enemies among an apathetic, mildly approving mass audience, perhaps it had better let well enough alone and leave radio-TV altogether rather than risk any negative disturbance of the neutral, harmless balance. If business can effectively use these media for pure public relations as well as for merchandising—and I do not doubt that it can—then it ought to give some serious thought and money to the operation.

CLARENCE B. RANDALL, president of Inland Steel Company, who has been called "the most trenchant spokesman for our heavy industry," provides some starting points in his book "A Creed for Free Enterprise." "What a change," writes Mr. Randall, "could come in this struggle for men's minds if suddenly there could pour out from the world of American business a torrent of intelligent, forward-looking thinking, flowing straight from the hearts of thousands of the fine men who lead our institutions, that would tell not only the miracle of production, but the hopes and aspirations for a better world which I know these men actually to hold. The mass impact for good of that leadership would be irresistible. . . .

"Psychologically, however, my generation of management men has one severe handicap to overcome in achieving public leadership. Our approach to social questions is apt to be negative. Our habit of thought is to be against things, and we have little skill in creating concepts that people will be for. We have raised invective to a fine art, but developed little capacity for throwing on the screen of our national consciousness pictures that evoke enthusiasm and admiration. With brick and mortar and stainless steel we are the greatest builders the world has ever seen, but our daring and confidence seem to leave us when we walk out of the plant into the realm of ideas."

The kind of ideas Mr. Randall seems to be talking about, and the communication techniques to embody them, are conspicuous by their absence on radio-TV business institutionals. They are scarcely present on radio-TV. The present has not been their time. Business, with confidence in a new administration, could begin to introduce them, with public-relations profit to the media and to business. —ROBERT LEWIS SHAYON.

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Music to My Ears

WILLIAM WARFIELD'S SCARLATTI—BADURA-SKODA—DE LOS ANGELES

HOW much the musical world changes in a decade or so becomes evident on such a recent week end as the one which saw the debut of Paul Badura-Skoda, the first Eva at the Metropolitan of Victoria de los Angeles, and the return of William Warfield to Town Hall to sing for the New Friends of Music. It was a week end also of Irmgard Seefried and Clifford Curzon: all artists, all recently emerged from obscurity, all doing the good works of old in the manner of the old names now gone.

Warfield made something special of his appearance by bringing with him the long-forgotten "Motetto da Requiem" of Alessandro Scarlatti, a stint of twenty-odd minutes' singing against the support of a string quartet and an organ. Neither text nor score was available to guide the listener through the mazes of the new experience, but one recognized that Scarlatti was working with such traditional themes as the "Benedictus" and "De Profundis," in a pattern of light and shade all his own. Against the background of the grave opening in D minor, the warming "Benedictus" in F sounded an almost pastoral note; the succeeding sections showed Scarlatti's mastery of a musical rhetoric both expressive and devoted, slightly from the theatre, but always appropriate. As well as managing the taxing technical problems with absolute security, Warfield provided a conviction, a depth of feeling, an emotional persuasiveness that gratified all those who have watched his career develop.

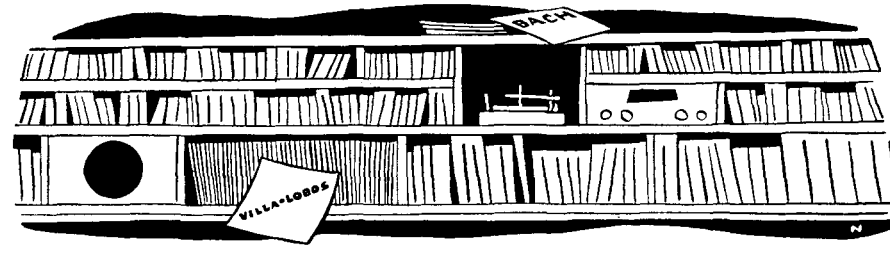
Since Paul Badura-Skoda's debut recital in Town Hall and Victoria de los Angeles's first performance as Eva in "Die Meistersinger" were simultaneous occurrences of a Saturday afternoon, I was not able to hear as much of either as I would have preferred; but what I did hear was in most respects gratifying and in some exceptional.

Out of the background of numerous excellent recordings from Vienna, Badura-Skoda materialized as a slender, almost slight man, younger looking than the twenty-five years he acknowledges. He has an intent, absorbed way of playing the music to which he is devoted and, in a pair of Schubert "Impromptus" particularly, he delivered a full measure of the music's meaning with a warmth of sound and a flexibility of statement rarely heard in the playing of today's younger artists. Here, surely, Badura-Skoda was in his element. In the Beethoven sonata (Opus 101) that followed he seemed not quite able to produce the momentum to get it off the ground, save in the finale, which occasionally gave one the same feeling of zest and enthusiasm as his Schubert. Certainly he is an artist of consequence, with every prospect of becoming one of importance.

As Eva, Miss De los Angeles did some of the most artistic singing we have heard from her, delivering more of the music's color and line than most singers of the part in the last half-dozen years. At times the good sound she was capable of took on an edge, and her tone production lost its focus; this did not seem in any way an outcome of insufficient power, for she easily held her places in the ensembles, including the quintet. Hers is a conception that could grow with repetition, especially if she would find a more becoming costume for her first act. Fritz Reiner led with authority and poise from first to last, Hertha Glaz sang her agreeable if rather small scale Magdalene, and Paul Schoeffler his powerful if gruff Sachs. Hans Hopf was definitely not in voice, good or otherwise.

Record Week

TOTALING up the facts and figures as the LP era closed out its first half-decade (June 1953 will mark five years since Columbia put its formidable foot forward and challenged all others to follow, with the well-known, universal, results) the clear unblinkable fact seems to be that more people are buying more records than in any normal year of history. "Normal" respects the fact that the boom year of 1947, when 78-rpm reached a dizzy height of postwar popularity, cannot be accepted as a true measurement of the sound, fundamental market.



Year-end statements of leading record manufacturers tend to emphasize strengths rather than weaknesses, but the nature of the strengths are absorbing, in any case. Thus, Columbia cites as its top seller for the year (on the classical list) the certainly esoteric "Harold in Italy" of Hector Berlioz, with Sir Thomas Beecham conducting the Royal Philharmonic Orchestra and William Primrose as viola soloist. No figure is offered as a measurement of the Berlioz-Beecham popularity. However, RCA Victor is more than pardonably proud that its Toscanini-directed version of the Beethoven Ninth Symphony (company experts thought a sale of 30,000 sets during the first fall of its release would give prayerful endorsement of their judgment in attempting for still another time to satisfy the conductor's exacting demands), had more than *doubled* its expected total by January 1, 1953. At the going rate for a two-record set, the simple fact is that Americans invested more than $750,000 in Beethoven plus Toscanini almost as quickly as they were offered the opportunity. His version of Debussy's "La Mer" is not far behind, and his "Eroica" was clearly the most popular gift of one record fan to another, to judge from its non-availability in New York shops after the holiday season.

While sustaining a quality standard traditionally consistent, London reports the biggest year in its brief but eventful history. Its operatic issues involving the unusual talent of Renata Tebaldi ("Madama Butterfly" in particular) have been warmly welcomed from coast to coast, likewise the sound workmanship of Ernest Ansermet's orchestral records and the old-fashioned solidity of Wilhelm Backhaus's version of the Brahms Second Piano Concerto. On the popular side, Vera Lynn's "Auf Wiedersehen" was internationally successful, likewise the shimmer of Montavani's strings.

Both Capitol and Mercury report welcome favor for their ventures with the inland orchestras, with the Kubelik-Chicago Symphony version of "Pictures at an Exhibition" (Mercury) causing a considerable stir in English as well as American technical circles. William Steinberg's notable perform-

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ance of the Beethoven "Pastorale" with the Pittsburgh Symphony has brought gratifying results to Capitol, as has Roger Désormière's Paris-produced "Coq d'Or." Westminster's shrewd choice of previously uncelebrated talent has been endorsed by public response to the harpsichordist Fernando Valenti, the pianists Paul Badura-Skoda and Jorge Demus, while Hermann Scherchen has already become a by-word for one segment of the record-buying public for his treatment of Beethoven and Mahler as well as Haydn.

Everybody knows the importance, in the scheme of record-making solvency, of such phenomena as Columbia's plus-two million sales of Johnny Ray's "Cry" and the baffling but undeniable mass favor for the twelve-year-old Jimmy Boyd's Christmas ditty. Perry Como lured money from a million pockets to possess his "Don't Let the Stars" and Eddie Fisher gave pleasure, and profit, to RCA Victor no less than nine times out of nine with sales of more than 500,000 on that many records in succession, against all precedent. For Mercury, Patti Page's lament of unrequited love ("I Went to Your Wedding") passed the million mark some time back. Other companies, such as Decca and M-G-M, are yet to be heard from.

The rather remarkable fact remains that both RCA and Columbia found public favor running to the good goods of Toscanini and Beethoven, or Beecham and Berlioz, with the sound of the Philadelphia-Ormandy "Fantastique" Symphony recognized for the fine thing it was, the Shaw "Don Juan in Hell" enjoying high favor on Columbia's list, and the satisfying if virtually anonymous talents of the late Dinu Lipatti winning rank within Columbia's first ten for both his Grieg and Schumann concerti and his Chopin waltzes.

Cynics may contend that brand names like Toscanini or Beecham, Philadelphia Orchestra or Shaw, are, after all, so well publicized that it would be a wonder if they didn't outsell nonentities. However, let's not confuse cause with result, nor decry accomplishment merely because it is widely acclaimed. Nor let us be ashamed that the flourishing market for records in this country is, rather pointedly, also a market keenly conscious of values, both musical and economic. To do otherwise would be to underrate, vastly, the potentiality of musical enjoyment, satisfaction, and interest inherent in this medium. After all, 75,000 sets of a Toscanini-Beethoven Ninth is a meager total against a population of 150,000,000—less than one set per 200,000 persons.

—Irving Kolodin.

NEW EDITIONS

Now that eight titles have recently been reprinted, all nineteen volumes of the "Original Narratives of Early American History" are available for the first time in years. The eight titles are: "Early English and French Voyages, chiefly from Hakluyt, 1534-1608," edited by Henry S. Burrage; "Spanish Exploration in the Southwest, 1542-1706," edited by Herbert Eugene Bolton; "Narratives of Early Virginia, 1606-1625," edited by Lyon Gardiner Tyler; "Bradford's History of Plymouth Plantation, 1606-1646," edited by William T. Davis; "Winthrop's Journal, 1630-1649" (2 vols.), edited by James Kendall Hosmer; "Narratives of the Insurrections, 1675-1690," edited by Charles M. Andrews; "Narratives of the Indian Wars, 1675-1699," edited by Charles H. Lincoln; and "Journal of Jasper Danckaerts, 1679-1680," edited by Bartlett Burleigh James and J. Franklin Jameson (Barnes & Noble, $4.50 per volume).

Bradford and Winthrop hardly need an introduction to anyone who has glanced at New England's history. A new edition of Bradford's work was recently reviewed in this department. Winthrop's "Journal" is a factual, pedestrian record of history in the making, set down whenever possible under pressure of the writer's daily business, from the time the governor of Massachusetts sailed from Cowes—with what Moses Coit Tyler has called "the greatest company of wealthy and cultivated persons that have ever emigrated in any one voyage from England to America"—until shortly before his death. The other titles give a fairly clear idea of the volumes that bear them. The "Voyages" include those of Cartier, Hawkins, Drake, Gilbert, and others. The volume on the Southwest perpetuates the exploits of the Spaniards who first explored and settled Upper and Lower California, New Mexico, Texas, and Arizona. The volume on Virginia contains Captain John Smith's "True Relation" and his "Generall Historie," along with less famous material from several hands. Best known of the "Insurrections" is Bacon's Rebellion in Virginia, but almost all the other colonies had their uprisings during this same period; disturbances that resulted from local ferment rather than from anti-English feeling. King Philip is the chief actor of the "Indian Wars," and his end, after he has been shot, is laconically described: "This seasonable Prey was soon divided, they cut off his Head and Hands, and conveyed them to Rhode-Island, and quartered his Body, and hung it upon four Trees." Danckaerts's "Journal" tells of his journey from the Low Countries to Maryland, in search of a fit site for a religious community, but the liveliest pages of his narrative deal with the time that he and his companion spent in and around New York, and one of the most stirring incidents described is the seizure and imprisonment of Carteret, governor of New Jersey, by Andros, governor of New York. "They entered his house, I know not how, at midnight, seized him naked, dragged him through the window, struck and kicked him terribly, and even injured him internally. They threw him, all naked as he was, into a canoe, without any cap or hat on his head, and carried him in that condition to New York, where they furnished him clothes and shoes and stockings, and then conducted him to the fort and put him immediately in prison."

This quotation may serve to illustrate the fact that there is no substitute for "original narratives." History at second hand may be better written, more entertaining, and even more accurate on occasion; but when we turn to the sources we encounter a freshness, a vitality, an immediacy that are not to be found elsewhere.

The nineteenth-century illustrations, selected by Ruth C. Wright, in the fourth volume of Trevelyan's "Illustrated English Social History" (Longmans, $5.50) are even more fascinating than those that grace its predecessors, and the text is a model of scholarly charm and concision. If you are looking for a history of Mexico that is both authoritative and delightful, Lesley Byrd Simpson's "Many Mexicos" (University of California, $5) is your book. Professor Simpson writes not only with the courage, but with the audacity, of his convictions. Charles F. Lummis's "The Land of Poco Tiempo" (University of New Mexico, $3.50) is largely devoted to the Pueblos, and is a classic in its field.

—Ben Ray Redman.

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Faraway Places. What strange impulse drives men to scale hitherto unconquered mountains (as Maurice Herzog and his colleagues in "Annapurna," reviewed below)? What makes them sail away to South African waters seeking great game-fish (as Adrian Conan Doyle in "Heaven Has Claws," page 34)? Or to seek the society of sullen, primitive Indians along the farthest streches of the Amazon (as Lewis Cotlow in "Amazon Head-Hunters," page 33)? Or to sail alone across oceans in tiny yawls (as Edward C. Allcard in "Temptress Returns," page 33)? Or to risk death to reach that vast and icy waste known as the South Pole (as did the gentlemen whose exploits are chronicled in J. R. Nichol's "Stepping Stones to the South Pole," page 59)? Once upon a time the impulse for such feats was economic, as was the case of the subjects of E. M. Whiting's and H. B. Hough's "Whaling Wives" (page 34). Now? Who knows!

Fantasies & Ruin

ANNAPURNA. By Maurice Herzog. Translated by Nea Morin and Janet Adam Smith. New York: E. P. Dutton & Co. 316 pp. $5.

By Rorert Payne

THOSE who have seen the Himalayas and have ever since been haunted by magnificence have no need to envy the mountaineers. Why climb mountains at all? Why not rest happily at their feet? What accursed fate leads men to imitate the chamois? What, apart from the scientific evidence which can be acquired equally well by sending up balloons, is gained? Is there, we ask ourselves, so very much difference between sitting on top of the Himalayas and sitting on a flagpole? The truth is, of course, that we do not know why people climb mountains, and the mountaineers themselves have shed surprisingly little light on the problem. All we know is that from the very beginning Western man has been driven by the urge to scale the heights, and perhaps we make for the upper air for the same reason that the lemmings make for the sea.

Maurice Herzog, the leader of the French Himalayan expedition which conquered Annapurna, the highest mountain climbed by man, offers few answers to the perplexing questions. He hints at *hubris:* a glory must be achieved and then atoned for. He seemed to know, even before he set out, that he would be injured for life. He regarded the mountains as a military commander would regard a military objective, and employs military terminology throughout his account of the climb, until we weary of his constant repetition of words like advance-guard, mobilization, attack, and retreat. Yet he is evidently shrewd, capable, good-natured, and sometimes he drops the military pose and we see the puzzled man beneath the mask.

For half the book the mountain is an enemy to be subdued for a private glory or for the glory of France, but when he approaches the end of the journey, glory falls away; in its place there is the inevitable heartache and the knowledge that the enemy can never be subdued by force. At 25,000 feet above the sea, with the mountain top almost within his grasp, he says: "An enormous gulf was between me and the world. This was a different universe—withered, desert, lifeless. . . . We were braving an interdict, overstepping a boundary, and yet we had no fear as we continued upward. I thought of the famous ladder of St Theresa of Avila. Something clutched at my heart."

He never tells us what clutched at his heart, but we may be permitted the guess that he was suffering the knowledge which many military commanders have known: the knowledge that victory is near, much to be desired, and utterly hollow. When the victory did come, and they were standing in the blinding sunlight on the roof of the world, Herzog can only speak of his pride and the exhilaration of conquest, and he has little to say of those who helped him on the journey.

If Herzog's story were only an account of the successful conquest of a mountain, it could be dismissed as one more artless description of a climb, to be buried in the files of the mountaineering journals. He has little eye for scenery or atmosphere, and we are never made aware, as we have been by some writers, of a strange, living, and intimate relationship between the climber and the mountain.

Herzog's story is important when it relives the desperate days when a small party of Frenchmen and a handful of Sherpas fought their way back through a nightmarish storm. The sky clouded over, the peaks were lost in the mist, there were huge snow scurries, and the seracs seemed, in the most ghostly way, to revolve around them. That night, after wandering blindly, they found an ice-grotto and huddled together for comfort. In the morning when they woke up they were already half-delirious, and their hands and feet were turning black. Afterwards there was snow blindness and sharp pain. Then cracks opened in the snow, and avalanches came booming past them. At one moment Herzog found himself hanging over a crevasse with a rope round his neck and another round his feet, in danger of winning whatever prize is offered for the man hanged at the highest altitude. Snow-blind, unable to speak except in whispers, dazed and deafened by the avalanches, they blundered down until the Sherpas rescued them.

A dazed Herzog surveys the ruins of himself, and then the story jumps into life, for the nerves quiver and we see the baffled mountaineer counting the cost, and sometimes even then he reverts to military terminology. He talks of "organizing the retreat," but it was more like a rout. But the rout was worth while. Only after the rout did he have the right to say: "In our youth we had not been misled by fantasies, nor by the bloody battles which feed the imagination of the young. For us the mountains had been a natural field of activity where, playing on the frontiers of life and death, we had found the freedom for which we were blindly groping and which was as necessary to us as bread. The mountains had bestowed on us their beauties, and we adored them with a child's simplicity and revered them with a monk's veneration of the divine."

Robert Payne has spent much time in the Far East and has written several books on that area including "The Revolt of Asia."

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—From "Amazon Head-Hunters."

A Jivaro woman suckling her child and an orphaned puppy simultaneously.

"Peculiar Institution" Upriver

AMAZON HEAD-HUNTERS. By Lewis Cotlow. New York: Henry Holt & Co. 245 pp. $3.95.

By John W. Vandercook

IN obedience to a deeply rooted superstition among certain tribes of North American publishers, the sensational promise of the title of Lewis Cotlow's book is handsomely borne out by the jacket design and the blurb. The rest of the book volume blandly contradicts all three. Mr. Cotlow's matter—or some of it—does treat of such oddities of human custom as jungle feuds, the de-skulling and careful shrinkage of heads, and the happy get-togethers that center round them. But his manner is so tolerant and so leisurely that his book's whole merit—and it is not inconsiderable—derives not from bloodletting but from a kind of cozy charm.

Mr. Cotlow is a New York businessman, one, it appears, whose business is so wonderfully well organized that he can wander away from it whenever the fancy takes him. An African journey, as it usually does, gave him a taste for the deep tropics and for the repose to mind and spirit which comes from association with primitive man. During the last decade or so, Mr. Cotlow has gratified that taste by taking trips into some of the least known parts of the immense South American interior.

"Amazon Head-Hunters" is the detailed, almost diary-like record of three such journeys. The people who engaged his interest most, and to whom he gave most time, are the scattered, mutually hostile Jivaros, those dwellers in the rain forest below the eastern slopes of the Andes, whose special knack of curing heads down to a home, economy size has given them worldwide fame. A fame, by the way, which would utterly astonish them.

Since Mr. Cotlow is an unpretentious and an obviously likable man, the Jivaros liked him. Through living with them, hunting, drinking, and eating with them, he grew so fond of them that many of his pages are an effort to persuade one that their head-collecting habit, viewed in its proper frame, is merely formalistic and far from criminal in spirit. It is, at least, a custom less wholesale and more thrifty than many of our own.

On other trips Mr. Cotlow visited other tribes. He got on with all of them. Rarely has the generally dour, unskilled, and unapproachable South American Indian been presented in a better light.

From Mr. Cotlow's pages an amateur of odd facts may learn how the pincers of biting ants are used to suture wounds; that curare, though handy, is not as deadly as fictional detectives think; that a condor may be captured by surrounding dead bait with a low fence—for condors need long runways.

John W. Vandercook, writer and radio commentator, has made several exploratory trips about the world.

Wild Mistress

TEMPTRESS RETURNS. By Edward C. Allcard. New York: W. W. Norton & Co. 288 pp. $3.75.

By Carl Wall

EDWARD C. ALLCARD is a young British naval architect who, instead of devoting his life to the accumulation of pound sterling—or a reasonable facsimile thereof—has set his sights on a more romantic goal: a voyage around the world in a small sailing vessel.

Before tackling this heroic chore, he has been warming up with single-handed westward and eastward Atlantic passages in his thirty-four-foot, forty-year-old yawl, the *Temptress*. He told about his westward passage several years ago in "Single-Handed Passage." Now, in "Temptress Returns" he offers an engrossing account of his gale-battered eastward crossing from New York to England.

It is an absorbing story of one man's triumph over the fury and whims of the Atlantic. Midway between New York and the Azores, gigantic seas, whipped up by the monstrous force of a September hurricane, very nearly sent *Temptress* to the bottom. With the barometer below 29.00, and the pressure of the wind so overpowering that she was held steadily at a crazy angle of forty-five degrees, *Temptress* somehow survived the terrible punishment of the solid seas. Below, in the airless cabin, with water seeping through the supposedly watertight skylight and hatches, Allcard worked frantically at the bilge pump, and literally sweated it out. The temperature in the tiny cabin stayed at a sweltering eighty degrees during the hurricane.

Gales and hurricane were not the only dangers of the voyage. *Temptress* encountered unusual calms which seriously threatened food supplies. Heavy fogs over the ocean traffic lanes made collision with other ships far from a remote possibility. Even in relatively clear weather, *Temptress* was very nearly run down through the carelessness of a freighter's helmsman. Throughout the trip, gremlins got in their licks on the auxiliary engine's carburetor, the battery charger, and the small radio.

But through it all, Allcard maintained, for the most part, his remarkably pale-dry sense of humor. In his

Carl Wall is co-author of "Sailing to Freedom," an account of the flight across the Atlantic by a group of Norwegians in World War II.

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own eyes, he was far from a conquering hero. Early in the voyage, with his mathematics a trifle on the rusty side, he took his sextant on deck, shot the sun, and then proceeded to work out the problem of his position. According to his calculations, *Temptress* was almost in the exact center of South America.

"After spending about half an hour," he writes, "and being unable to find the mistake, I impatiently threw all the navigation instruments back into the drawer and rolled up the chart." After that, he calmly brushed up on his mathematics as he went along, and made one dead-eye landfall after another for the rest of the trip.

The loneliness of the sea and empty horizons fail to create ennui for either Allcard or the reader. During calms, with *Temptress* barely moving through the placid sea, Allcard amused himself by reading in his bunk, and occasionally indulging in "the profound satisfaction of throwing things over the side."

Allcard got into the habit of talking to himself to combat the deafening silence of absolute solitude. He discovered, however, that the moment he stopped talking aloud, the silence was more unbearable than ever. So he took to singing at the top of his voice, mainly to keep his vocal chords in shape for the day when he would reach England.

A bachelor at thirty-six, Allcard says he was more than somewhat upset when a female stowaway raised her lovely head from the forward hatch on the *Temptress's* first night out of Horta. She was, she announced in charming broken English, unhappy in the Azores and prayed to go to England. "Was this life-long determination [to sail alone around the world] now to be upset because a beautiful girl had dauntlessly and just as determinedly crept aboard and hid under my spare sails?" Allcard asks rather plaintively. ". . . And yet, and yet, already, a change had come, for I would have resisted strongly any attempt to take her away from me."

The Portuguese girl and Allcard separated at Casablanca, but one of the first things he did on reaching England was to phone her. Personally, this reviewer would just as soon read of a twosome's voyage around the world. After carefully studying the available photographs of the dark-eyed stowaway, I'd venture Captain Slocum never had it so good.

Elegy

(To the memory of R.S.O.)

By I. L. Salomon

THE breath of music that you were
does not negate the agate sky
or minimize this difficult day
of your departure. There was a hint

of early spring this soft-iced morning;
rimed wet, the birch's twigs were bleak
as talons in the watered air;
a blackbird stitched across the snow

a short-lived temporary suture
on worn-down melting drifts. Absurd,
your artist life but half-begun,
sweet child, in this disquieting year

to leave us desolate!, the burr
a knothead in your heart; the wry
rough cruel visitation, a
deleterious purge by dint

of its malevolence. The warning
given, we waited silent, weak,
incredulous the lovely fair
shy being that was you should go so

soon to the benumbing future.
The breath of music overheard,
not even the resentful sun
can quite shut out, my dear, my dear!

Hunt Over the Blue

HEAVEN HAS CLAWS. By Adrian Conan Doyle. New York: Random House. 245 *pp.* $3.50.

By Bernard Kalb

A COELACANTH was hooked the other day in the Comoro Islands off East Africa, a one-hundred pound, five-foot-long fish that first turned up 300,000,000 years ago, give or take a couple of million. The catch understandably touched off quite an ichthyological hullabaloo around the world, the coelacanth being regarded as something of a "missing link," and interest was promptly focused on its habitat—a triangle of the Indian Ocean bounded by Zanzibar, the Seychelles, and Madagascar. Well, with curiosity sky-high, all that was needed to fill the bill was a book dealing with marine fauna in those waters—preferably, an informal, literate book, full of gusto, personal adventure, exploration, and fish—and that's exactly what Adrian Conan Doyle has written. His timing is perfect.

Doyle, who for the past few years has made his home in Tangier, has always been a field zoologist and fisherman, a man with a handy affirmative to the question, "Does the sea still preserve its mysteries?" He is also a man who, fed up with global lunacy, is bedeviled by still another question, "Could we in practice place adventure and freedom before comfort and luxury?" Again, the answer is yes. So, accompanied by his wife, their bulldog, and ten tons of big-game tackle, rifles, bully beef, and tea, he pulled out of Zanzibar one morning aboard a thirty-foot craft on a journey to the out-of-the-way coral isles off Mafia Island, about one hundred miles to the south. There, he had heard, big fish abounded, undug ruins could be toured, and freedom from "that glorious charter of human liberty the ration book" was actually attainable.

Doyle had heard correctly. He caught plenty of fish—among them, a 1,360-pound White Death shark and a giant six-foot-four jewfish, both of which had terrorized the natives of Chole Island. He also hooked a dorado dolphin, a seventy-five-and-a-half pounder for a new official world record. Occasionally, the Doyles lost fish that bit through the steel hook "like a rotten carrot"; they also spotted a manatee, "that strange creature with the breasts of a woman, the mermaid of the legends." As for ruins, Doyle, the son of the man who created Sherlock Holmes, managed to track down a rotted palace on the island of Songa

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Manara, possibly a stopover in its day for the gold-happy emissaries of the Queen of Sheba. Pictures were taken. It also turned out that the ration book hasn't yet reached the coral isles.

No doubt about it, their six months were plenty adventurous. They faced death once or twice, gigantic storms, engine breakdowns, food crises. The story is told with wit, polish, and an occasional platitude; it is crammed with fascinating fish talk. On the run, Doyle gets in some licks against "the Fabian policy of the Colonial Office" ("rooted in a profound ignorance of African native mentality," it, he says, "has done nothing to help Africa and everything to assist the plans of Empire-conscious India"), and he goes on to express the fear that unless the white settlers divorce their government from London, they stand to lose their continent. In any case, at the end of six months, the Doyles have more or less accomplished what they set out to, though it's certain they're not going back to Tangier to stay. Which prompts Mrs. Doyle to inquire: "Will you ever find what you are looking for?" "Not in this world," replies Mr. Doyle. "But I must go on looking just the same."

The Calico Mariners

WHALING WIVES. By Emma Mayhew Whiting and Henry Beetle Hough. Boston: Houghton Mifflin Co. 293 pp. $3.50.

By Edward Rowe Snow

THIS book, written by two residents of Martha's Vineyard, tells the part that island played in the great whaling days of old. Never the home of such important whaling fleets as sailed from Nantucket and New Bedford, Martha's Vineyard Island was to distinguish herself in another way. Her real challenge to posterity was in the number of her whaling captains who sailed to all corners of the world. In "Whaling Wives" we learn of another outstanding contribution of the island: the amazing number of women who braved all sorts of dangers and conventions to live with their husbands on the floating home of a whaling vessel.

The first whaling wife was Priscilla Nataguam, who went to sea in 1670. Today the sole survivor of the tribe is Laura Mellen, who first went whaling at the age of six years in 1868.

Possibly the most interesting whaling wife Emma Mayhew Whiting and Henry Beetle Hough tell us about was Lucy Vincent, who married George Smith in 1859. Although of fisherman stock, she was seasick almost constantly. Bringing a sewing machine and an organ aboard her first ship, the *Nautilus,* Lucy's working hours were long and her social activities meagre. The sewing machine succumbed to the salt air after hard usage, and the organ was sold to a missionary. Lucy Vincent was a remarkable woman, a strong, independent whaling wife who showed her Martha's Vineyard realism wherever she went all around the world.

Another daring captain's consort was Almira Luce, who sailed into the terrible arctic winter of 1871, and watched, horror-struck, as another whaler was crushed and sunk by the ice. Then the Luces' own craft was overwhelmed, and Almira had to escape with the others to safety through the ice and snow.

This book makes us realize that the whaling wife was a true rival to the frontierswoman of the same period, enduring more than her share of the world's hardships and doing it all on the wild, rolling waves of the high seas. These stories may also suggest to some that the modern American woman, as well as man, is now too soft to duplicate such achievements as are portrayed on these pages. Perhaps the ease to which autos, movies, radio, and television have accustomed us would be too much to overcome.

Mrs. Whiting died just after she had finished the first chapter, but since she had laid the groundwork for the remainder of the volume, it was not too difficult for Mr. Hough to take the material and weld it together to produce a saga of the whaling industry, important both from a nautical and a sociological viewpoint. I regret only the inadequacy of the index.

Edward Rowe Snow is the author of "Strange Tales from Nova Scotia to Cape Hatteras," "Great Gales and Dire Disasters," and other books about the North Atlantic coast.

While Life Slows

THE NAKED ISLAND. By Russell Braddon. New York: Doubleday & Co. 286 pp. $3.50.

By Merle Miller

RUSSELL BRADDON survived the Second World War, but that in itself was quite an achievement. By V-J Day most of the other Australians who had arrived in Malaya in mid-August 1941 were dead—some killed in battle, some by malnutrition, others of simple neglect, many only because they got in the way of their Japanese captors and were clubbed to death or shot.

Mr. Braddon, a native of Sydney and a man of enviable aplomb and almost limitless good humor, stayed alive during his nearly four years as a prisoner of war, partly because he was young (twenty-one on the day he was captured) and healthy, but perhaps equally because he had a remarkable imagination. To retain his sanity during the dismal months after the fall of Singapore, he tried, never with complete success, to recall Bruch's Second Violin Concerto and the elusive proof of Pythagoras's theorem. He did succeed in memorizing all of "Mein Kampf," the only book he was allowed to keep.

Written with less skill, "The Naked Island" might be a depressing book; in Braddon's hands it is warm and moving and, to use a word seldom appropriate any more, inspiring.

Not all of the thousands of Allied troops imprisoned with him were heroic. There were cowards and liars and thieves, but at least two, discounting Braddon himself, were truly extraordinary—Padre Noel Duckworth and Major Kevin Fagan, a medical officer. Duckworth was physically a small man, so tiny in stature that only a few years before he had been coxswain for Cambridge; however, he managed, with miraculous ingenuity, to scrounge enough food and drugs and to dream up enough diversions to keep hundreds of men alive and sane. In addition, he invented a "well-dressed Eurasian" who, he insisted, always passed along the best of news on the padre's almost daily visits to the cemetery. Even on the blackest days of early 1942, Duckworth insisted that he had been told of astounding Allied victories—a

(*Continued on page* 62)

Merle Miller, novelist and journalist, is the author of "Island 49" and "We Dropped the A-Bomb."

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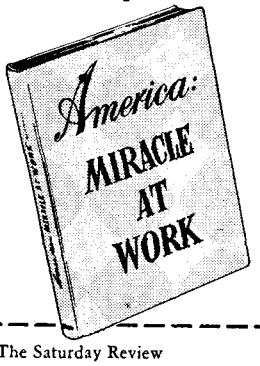

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BUSINESS & IDEAS

Toward a New Business Philosophy

(*Continued from page* 12)

of the modern corporation and the various types of mutual associations has resulted in a dispersion of ownership that no doubt would have been quite satisfactory to the early Christian Socialists.

The National City Bank Letter for June 1952 set forth the assets of the 100 largest manufacturing corporations in the United States, as reported at the end of 1951. These 100 organizations reported assets aggregating in excess of sixty billion dollars—needless to say, a very adequate sample of the total productive and distributive facilities of the nation. The really interesting thing about these companies is that for every four employes there are five owners or shareholders. Of course, there are some overlaps among the shareholders, but in many of these companies the shareholders are twice as numerous as the employes. And the list does not include the company that far and away has the most shareholders of all, the American Telephone & Telegraph Company, which boasts more than a million owners. Nor does it include the largest cooperative enterprise in the world, the Metropolitan Life Insurance Company, with over ten billion dollars of assets and more than thirty-three million policy holders.

A study just published by the Brookings Institution reports that in addition to the substantial public interest in corporations through ownership of bonds — and the indirect interest through holdings of life insurance and savings accounts—some six and one-half million individuals own shares of public corporations and over three million own shares in private corporations.

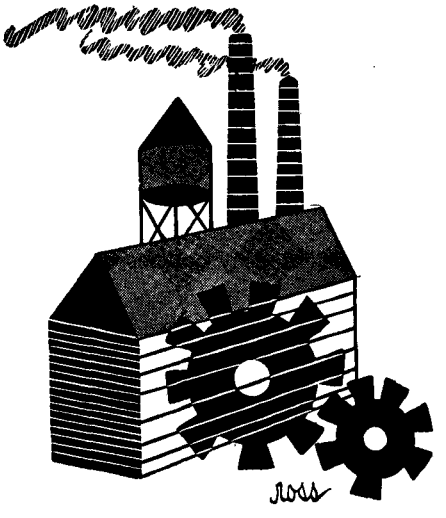
Of equal interest, ownership is being acquired by employes. Data are not too adequate on this matter, but a recent compilation in *The New York Times* indicated that a 5 per cent assignment of wages by steel workers to stock acquisition under existing payroll savings plans would result in majority control of the steel companies in twelve years. In fact, about one-quarter of the stock of the great mail order firm Sears, Roebuck and Company has now been acquired by an employes' voting trust.

Truly the dream of the early Christian Socialists to diffuse ownership of the means of production and distribution among the people is well on its way to being realized, if it has not already been realized.

The separation of ownership and immediate control could not have been foreseen a century or more ago. This development has often been cited as socially undesirable, and indeed iniquitous. But this viewpoint overlooks the qualified nature of the separation. More importantly, it overlooks a positive contribution to social progress made possible by this partial separation.

In the running of the day-to-day affairs of a corporation the average owner or shareholder has very little voice—although even here it is noteworthy how attentive the typical executive group is to its correspondence with stockholders. I doubt very much whether any Congressman is more aware of his mail, or more responsive to criticism. Moreover, when there is a genuine complaint shareholders' suits and proxy fights have proved to be surprisingly effective.

The really important feature of the separation of ownership and immediate control seems to have been overlooked. It has permitted the dispersal of ownership without transferring control to the hands of government, which was part of the original recommendation of the Christian Socialists. The development of ideas toward representative government was still



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in a formative stage when this recommendation began to make its appearance. Concern with the potential or real tyranny of government was very much alive, but it did not seem to stem from fear of the size of government so much as from lack of confidence in those that might be in power. The idea that a government controlling the means of production and distribution would inevitably become a tyrannical government did not then, and for some people has not even to this day, appealed as a basic premise of political science. Yet history, as well as contemporary experience, seems to suggest that this may be so.

Fortunately, the adaptation and modification of the business world has provided new institutions to diffuse the ownership of the means of production and distribution without placing government in control. Control has gradually moved into the hands of a developing group of professional managers. Indeed, the motivations of business management are no longer the same as those of the classical "economic man," who both owned and controlled his properties for a single lifetime at most.

There has been an enlargement of motivation. It must include, of course, a profitable operation, else the enterprise could not continue as a healthy and important contributor to the enlargement of economic well-being. But the assumption made in the early textbooks for the economic man, who by nature was expected to attempt to maximize immediate profits at all times, is no longer valid.

The modern professional business manager is primarily interested in the healthy continuity of the enterprise which he is charged with managing. He knows that his success will be measured by the condition in which it is turned over in the course of time to his successors. A major feature of this responsibility is the establishment and maintenance of high morale and loyalty throughout the organization. Happy and effective people are his best assets, although they do not appear on the balance sheet. He must achieve and maintain a workable and acceptable balance among the various interests of the stockholders, the labor force, the suppliers, the customers, and the nation, as represented by policies of his government.

PUT in still more general terms, the modern business manager to be successful must constantly have before him the objective of managing the property in ways that will deserve continuing public approval. It makes no difference whether he does this

—*Burck in* Chicago Times.

"Man Doth Not Live by Bread Alone."

as a result of social consciousness or because he is compelled to behave in a socially desirable manner by the "goldfish bowl" life he and his enterprise must live. The result has been the development of attitudes and policies that are increasingly consistent with the interests of the public at large.

Some of the central issues begin to emerge. It is not a question of capitalism, or of a capitalistic system, in the sense of the maintenance or accumulation of capital goods. That is occurring and will continue to occur, although the channels through which savings are converted to new production and distribution facilities have been greatly modified. Much of the element of individual free choice is gone. Nor is it a matter of Socialism in the sense of the ownership of the means of production and distribution by the people. That has already occurred to a very substantial degree. There is general agreement that this is desirable.

The central issue is rather one of control. Where should society lodge control of its production and distribution facilities to assure that they will be most effectively employed for the "greatest good of the greatest number"? What are the respective advantages and disadvantages of retaining this control in the hands of professional business managers? What are the advantages and disadvantages of shifting control in the direction of government, first relative to civil and political liberties, and secondly relative to the material well-being of the nation?

First, the private business manager must always bear in mind that he is working with an organization that is essentially voluntary in nature. He has no ultimate power to coerce his customers, his suppliers, or his employes as long as there are alternative choices available to those with whom he is working. He has no power to compel compliance except the power that is given to him by arrangements entered into voluntarily. He is unable to write an inviolable executive order—and that is as it should be. A government officer is not so favored. He has the power of compulsion behind him, and it takes a great character indeed to deny himself its occasional use.

Private business managers, moreover, have been enabled to retain and enhance their resourcefulness and effectiveness by a number of positive factors that are not equally available to government officers.

Their control of business enterprise is a dispersed control. There are no less than 4,000,000 corporations and other types of business firms in the United States. They are of all sizes and characteristics. Competition in the business world is only in part measured by price behavior. Over reasonable periods of time, there is plenty of evidence of price competition, even in markets that do not lend themselves to small daily price changes. But perhaps the most overlooked area of competition today is that which cuts across so-called industry lines with new and substitute products competing for the consumer's dollar—television versus motion pictures, for example. Large and small business firms compete with each other both within their industries and across industry lines.

There is also a sharp competition to achieve efficiency within the larger business firms that shows itself in the efforts of various divisions, plants, or functions to deserve a larger allocation of a limited supply of capital for investment. This is a unique feature of the industrial structure of the United States that stands in contrast with that of Western Europe. Size here has taken the form of integrated efficient units, whereas in Europe small units are more often bound together in cartel arrangements. The first kind of structure retains the drive to achieve greater efficiency. The latter tends to remove inducements to efficiency.

As long as business continues to demonstrate effective competitive characteristics, private business managers will continue to operate within a system of restraints that are not available to officers of a government, since government by its very nature must be a monopoly.

Another restraint on the private business manager that is not available to the government officer is that he must earn money before he can spend it. He must submit himself to the accu-

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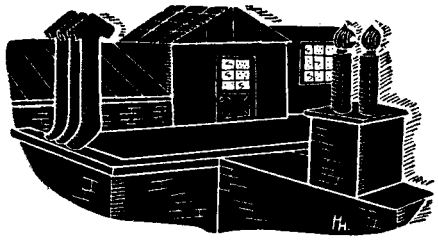
rate accountancy that measures success or failure in the business world. That is not so in government practice. True, government corporations and bureaus usually attempt to stay within prescribed budget limits, but failure to do so is not often penalized by loss of status, of position or activity. It usually results in a supplementary appropriation. The lack of a financial compulsion to discharge one's responsibilities in a resourceful and prudent manner is a serious deficiency that cannot fail to be felt in government activities over a period of time.

Because of these several restraints, there can be no question but that the power of the private business manager to control is far less effective than the power of the government official to control. The inducements to efficient and cooperative control are far greater. For these and other reasons, the people of this nation seem to have expressed a preference in the past for private control. I believe that they will continue to do so into the indefinite future.

By way of summary, we might ask ourselves: what kind of a system is it that we have today? It is clearly not pure capitalism, nor is it Socialism. I am not sure that it is even anything in between. It is unique. Its characteristics are a result of the changing needs of contemporary society. It has had no preconceived blue print. It has brought into being new institutions of society, including the modern



business corporation, which are quite different from anything that existed when the ideas of capitalism and Socialism were first being formulated.

OWNERSHIP has been distributed widely. For the most part, control of the means of production and distribution has been denied to government, for history and current experience tell us that in that direction there are dangers. A new group of professional managers has evolved. Its members are usually not significantly large owners of the means of production and distribution. They are a group that has developed, is developing, and will continue to develop new attitudes toward their tasks as they sensitively tune to the requirements of their responsibilities. Private managers of business can do society's economic tasks better than government officers simply because the circumstances within which they work require them to be more resourceful and ingenious. The modern large corporation is not just an extension in size of the single enterpriser, or the partnership form of business organization. It is qualitatively different, and there is much that we have yet to learn of its vast possibilities.

There is truth, it seems to me, in the comment of Mr. Frederick Lewis Allen in the June 1952 *Harper's* that "the moral and intellectual strength of the United States is based in considerable degree upon private organizations that are as consecrated to the idea of public duty as governmental ones could be." To which he adds the challenging thought that "the United States is not evolving toward Socialism, but past Socialism."

Perhaps it is not even a matter of where we stand relative to Socialism. What has been happening is that by the process of trial and error we have evolved institutions that seem to work and serve tolerably well the needs of society. As long as we are possessed of human freedom, we shall continue to evolve such institutions that are neither capitalistic nor Socialistic in the original sense of those terms. If this is so, we cannot expect to extend very far our understanding of today's business world, or foresee its future evolution, until we break away from the comfortable indulgence of using these symbols of a bygone day.

In this setting the ancient clichés of the Marxists sound hollow indeed. Their basic dogma that has insisted that a system of private enterprise hurts the majority of people, for the benefit of a small minority, is simply unable to stand up to the test of fact.

The so-called masses have *not* been subjected to progressive impoverishment. There has been no discernible degradation or exploitation of the working man—quite the contrary! Indeed, the so-called leisure classes have become the leisure masses. Today's normal forty-hour workweek contrasts with about seventy hours a century ago. Yet in terms of real income, wage-earners are four or five times as well off.

Symbolic expressions such as "capitalism" and "Socialism" fail to describe accurately today's business world. They prevent the achievement of better understanding of men in their economic activities. It would not be a serious matter if the only consequence were a "Hyde Park" indulgence in futile debate. But the world is becoming too explosive to support unnecessary acrimony lightly. The need for understanding grows as the complexity of modern life intensifies.

Courtney C. Brown is a director of the Esso Standard Oil Company and a well-known economist who served in various Governmental posts during World War II.

Bus Terminal

By Louis Ginsberg

NONCHALANT and phlegmatic wait the buses
For people who are searching for themselves,
Few ever arriving at the consummation
Of their real selves, instead of taking
A taxi now to where they really are.
Some people prod their unimportance on:
Their destinations go along with them.
Some get upon the bus for yesterday;
Some go off to a double ennui, home:
They lug with them valises and mistakes.
Here Hamlet takes the bus so he may ride
Between the deeds that he will almost do.
Here is a twisted face, like punishment,
That seeks a crime. Or there an old frustration
Fills out a new tweed suit: a lonely roué
Caroms from woman to woman: his painted tie
Upbraids the bitter, deep defeat beneath.

The heavy buses, packed with ironies,
Begin to thresh with many shredded novels;
The buses, coughing unconcern, prepare
To recommence the routine of their boredom,
Miscarrying the scrambled destinies. . .

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A FRESH LOOK AT OUR ECONOMY

(*Continued from page* 13)

explain itself to the foreigner, it had first to explain itself to itself. With this end in view, and by way of experiment, they set up a round table on the American society in April 1951 with Paul G. Hoffman as moderator. The success of this pilot venture encouraged them to launch, in April 1952, a series of discussions under the designation of the American Round Table. These businessmen invited Henry M. Wriston, president of Brown University and of the Council on Foreign Relations, to serve as permanent moderator, and they surrounded him with representatives of a variety of disciplines: theology, the law, history, political economy, anthropology, labor, education, journalism; and of course of business. With two sessions on American culture still to come, Mr. Wriston has presided thus far over five all-day debates, two on morals and religion, one on political and civil liberties, and two on the American economic system.

I HAVE space to deal only—and too briefly—with certain findings on the business system which reveal the refreshingly broad and philosophic nature of the discussions guided by Mr. Wriston. Opening the second session he said, "The fabric of our society is seamless, and when we try to organize discussion around a single topic we inevitably rend that fabric. So far as I can discover, Americans have no economic dogma. We do not live by *laissez-faire,* and we certainly do not live by Socialism. What seems to dominate our economic life is not economic doctrine at all, but certain social assumptions; and the dominant assumption is the concept of equality." "Not equality of the 'equal shares' kind," Elliott Bell, of the McGraw-Hill Company reminded him, "but a concept that says in effect: "No handicap shall be imposed by society upon any child to prevent him from realizing the best that is in him." To which President Gideonse of Brooklyn College added that even the "equal opportunity" kind requires that government intervene to ward off a danger which Professor Allen Nevins had stressed—that a runaway individualism shall not make hay of the principle of equality. In the give-and-take which followed these are some of the ideas that emerged.

Regulation. The purpose of our government regulation is the welfare of the people, not the strengthening of the Executive. It affects a far larger share of the national product than is the case in Europe, even in Socialist Sweden. It is Western Europe, not America, that lies at the other extreme from Soviet Russia; we lie between the two. Meanwhile, though there are exceptions, the self-regulation of American business is not cartelist in kind; its chief purposes are efficiency and the good repute of business.

Competition. There is a trend away from price competition under the influence of a notion of "fair trade" imposed by certain pressure groups. But, Professor Jacob Viner of Princeton pointed out, two other types of competition are keener than ever: competition through advertising and competition in what Viner called "product initiation and product differentiation." By stimulating research and new processes, the latter is probably the greatest single source of our technological progress. But competition, Peter Drucker and Mr. Gideonse brought out, is much more than an economic dogma in America; it stems from and is part of the American insistence upon dispersion of controls, freedom of access to newcomers and new ideas, in every department of life.

Cooperation. Agreeing with Mr. Nevins that competition would be unsocial if unregulated, several participants referred to the extraordinary degree to which, in the United States, competition is accompanied by cooperation between rivals. Evans Clark, of the Twentieth Century Fund, cited the frequency of meetings at which businessmen freely exchange information about problems and processes—a respect in which trade meetings begin to resemble meetings of learned societies. Boris Shishkin, of the AFL, cited examples of labor-management cooperation (in the printing trades, for example, some unions have engineering units which advise owners on technical problems). "The obligation to cooperate," Mr. Drucker said, "is definitely part of the new American economy." It is a recognition of a fact which Mr. Gideonse put in these terms: "A system in which competitive virtues are preached takes for granted certain forms of moral constraint on the part of those who compete."

Small business. The tax structure and the expense involved in paperwork required by government departments make it hard for small business to build up reserves. Since small business cannot borrow in the stock market, this impedes its growth. One result is that the small businessman, for whom every dollar paid out to labor or in the public interest is a dollar out of his own pocket, naturally looks askance at types of social progress which the salaried corporation official can take in his stride. Yet the small businessman, as Mr. Nevins said, is indispensable to a dynamic democracy because he is integrated in and feels a responsibility for his community in a way not possible to a chain-store manager without roots in the community. We have here a social problem and not only an economic problem.

Labor. Certain conclusions were easily reached: that organized labor, with whatever imperfections, has public approval; that many unions are educating their members in the facts of the democratic economy and of their self-interest in furthering the welfare of enterprise; that American labor-management conflicts, even when severe, are not examples of the "class struggle" (*e.g.,* although the charter of the seventy-one-year-old AFL opens with the words, "Whereas a struggle is going on between the oppressor and the oppressed . . ." the Federation's own publications are now and then distributed by employers' associations in 500,000 lots); that labor officials are participating more and more in the life of their communities. On the other hand, both industry-wide and pattern-setting types of bargaining were sharply assailed; the

—*Justus in* The Minneapolis Star.

"Knee Deep."

Lewis Galantière, editor, critic, and translator, is a well-known authority on the economic and financial fabric of modern society.

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tendency of management to yield to demands for higher wages and respond with higher prices was attacked as joint labor-management abuse of the consumer and as dangerously inflationary; and labor's official backing of Governor Stevenson was deplored as a move towards the injection of doctrine in American party politics (which, as a principle, Mr. Nevins called "disastrous").

Among the many topics omitted from this summary of the Round Table's discussions—farming, industrial research, banking, distribution (the Siamese twin of production)—none is more glaring than the omission of the large corporation.

The central characteristic of corporate enterprise is a diffusion of ownership so wide that it has become as anonymous as ownership under nationalization. This has placed upon management responsibilities of a "trustee" nature, not only towards the owners but towards society as a whole. Their success requires that they tack with the changing social winds; that, as President Wilson of the Standard Oil Company of Indiana put it, they "achieve a careful balance between the claims of ownership, labor, and the general public." As Mr. Bell remarked, many firms now elect, as directors, university presidents and other non-business figures whose function is to keep an eye on the firm's operations from the viewpoint of the public good. Today, the fruits of corporate enterprise go as follows: (1) to stockholders, a reasonable dividend; (2) to ownership again—but indirectly to society as a whole—provisions for replacement and enlargement of plant, without which the standard of living cannot be maintained or raised; (3) to workers, higher real wages; (4) to the public, better goods for lower prices relative to the purchaser's higher income; (5) to the Government, tax revenue applied to purposes presumed to be approved by the public.

This new "non-exploitational capitalism" goes far to explain what has happened since the 1930's to make possible the reassertion of American vitality and the liberal good sense of the American system as the great force working for freedom in our troubled world.

THE WORLD & U.S. BUSINESS

(*Continued from page* 14)

worthwhile outside the United States. An informed friend of America and a frequent visitor here, Geoffrey Crowther, editor of *The Economist*, echoed this reaction:

> I notice more and more that British industries are sending teams of explorers over to try and find out what is the secret of your exuberant, your buoyant productivity. I hope that they will be able to find the magic prescription that produces such wonderful material prosperity in this country. When they have found the prescription, and when we have made up the bottle of medicine in England, I don't think that we shall ever want to drink the lot.

He insisted that the American competitive economy produces insecurity marked by a high suicide rate and evidenced by widespread mental instability, alcoholism, and divorce. Furthermore, while the average income here is far greater than in Great Britain, Crowther was equally certain that abject poverty was more common. Any conversation with those from abroad produces the certainty that the American competitive apparatus is a mystery to the foreigner.

The foreign observer is certain that the nature of our industry, the prosperity of the American people, even the existence of competition flow from the fact that we have an infinitely larger market than any other country. We can "afford" our machinery, our methods and techniques. We are fortunate that we had enough wealth to begin with to be able to employ them.

The standard American response produces reactions that range from disbelief to distemper. Under the impetus of the Marshall Plan and MSA we have urged that the markets of Europe's separate economies be integrated. We have argued that the consequent enlargement of the European market would not only bring about a dramatic increase in productivity but would develop European enterprise much better equipped to compete in the world market. The European is understandably persuaded that the steps he has taken in this direction are gigantic, that the American businessman indulges in typical oversimplifications about Europe's problems, and that we are hypocrites to urge Europe to drop her trade barriers while we keep out foreign goods with our domestic tariffs.

The word "competition" as used to describe American industry is rarely used without a prefix such as "cut-throat," "wasteful," or "damaging." Of the more than seventy productivity and specialist teams which Great Britain has sent to the U.S. since the end of World War II few have returned with any profound change in their view of competition except on one point. Virtually every visitor has been amazed at the friendly interchange of ideas, management methods, and even industrial secrets among competitive businesses.

ANOTHER surprise to the foreign visitor is our willingness to replace our autos and television sets, our industrial machinery and equipment before they are worn out. To the American, obsolescence is relative. It occurs when something better arrives. The foreigner readily recognizes how this contributes to our continuous expansion but insists that this is a form of "waste" available only to the rich American economy.

When we move away from Western Europe this preoccupation with American waste magnifies. Wherever there is widespread hunger and disease, the reaction is understandably an unhappy one. Even those most friendly to us have been unsuccessful in explaining this aspect of America to their compatriots. Although the criticism of real and imagined American business practice is intense in many of the underprivileged corners of the world, the degree of privation

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and the visibility of American help have also produced genuine gratitude. Most U.S. companies with large-scale productive or extractive operations abroad now conscientiously try to solve the problems which their presence creates. Some even seek to ameliorate difficulties which existed prior to their arrival.

An Idaho engineering firm, Morris Knudsen Co., which constructed a $42,000,000 concrete dam in the Helmand Valley of Afghanistan, voluntarily used all native labor on the project. Where other foreign investors have been loathe to contribute to native skills for fear that ability to run the enterprise might speed expropriation, this American company trained every variety of skilled labor in the course of the four-year project. Those workers now constitute the only sizable body of trained manpower in that nation. And the knowledge of this fact has spread throughout the entire Helmand Valley, more than one-third of all of Afghanistan.

Such efforts are not always an unmixed blessing. Quite often American companies pay considerably higher than the going wage, and the enterprise rapidly earns the enmity of local business and even local government for what is regarded as misplaced American largess.

A COMPARABLE difficulty occurs wherever Americans work abroad. It has been an acute problem created both by private enterprise and by American governmental agencies. Americans tend to bring their standard of living with them, and when a junior executive in the foreign agency of an American company lives in greater comfort than high government officials of that nation, understanding and gratitude are frayed rapidly.

The agency administering Point Four recently asked the Peruvian Government for permission to send two additional technicians to Lima. The suggestion was rejected. After digging around a bit, American officials uncovered the reason. There were so many Americans in Lima—every one of them with a car—that they occupied all the parking spaces around the government buildings in the city.

One of the most urgent requests made by the most friendly Europeans is that the American Governmental agencies, such as the Mutual Security Agency, sharply reduce the number of Americans working abroad. What might have provided useful cultural exchange has produced severe economic and social friction.

There is an additional factor which works against a friendly evaluation of the role of American business abroad. It becomes important in the underdeveloped parts of the world. Even if modest, the American operation in these obscure corners can, because of the absence of native industry, become the dominant factor in the economic life of the area. Bigness equals power and power creates fear and distrust. Whether the company in question follows benevolent policy or one of exploitation makes only a slight difference. Soviet propaganda plays this susceptibility hard.

Throughout the world we still face an evaluation of American business which tends to discount the worth of our productive effort since it appears directed into nonessential channels or is intrinsically lacking in any values beyond the purely physical. But it is not until the European intellectual is heard from that American business has real reason for concern. This reaction of François Mauriac is made more important by his own aversion to the Soviet Union!

It is not what separates the United States and the Soviet Union that should frighten us, but what they

U. S. Business Through Soviet Eyes

"There are eighteen million unemployed in the U. S." *(Soviet Short-wave Broadcast October, 1950)*

"Merciless exploitation leads to the fact that in America industrial accidents occur every sixteen seconds and industrial accidents resulting in death or serious injury occur every four minutes. The income goes into capitalist pockets, while the workers are forced to exist in semi-starvation." *(Soviet Home Service Broadcast)*

"Here is iron proof of U. S. economic aggression on China. The influx of American surplus goods brought Shanghai industry to the verge of total collapse before the liberation. American imperialists on various pretexts, including relief, flooded the Shanghai markets with wheat, cotton, industrial goods, and even wood for making matches at the end of the Second World War. This was aimed at killing China's industry and agriculture." *(Chinese Broadcast)*

"American propaganda is insistently spreading the false legend about the alleged high standard of living in the U. S. The capitalist system of mechanization leads only to greater poverty." *(Soviet Short-wave Broadcast)*

"The Stalin constitution guarantees the workers the right to rest. In the capitalist countries, the workers have no paid holidays. They do not have the right to rest, and the sanatoria and other resorts are available only to the wealthy." *(Soviet Broadcast beamed to Czechoslovakia, Dec. 24, 1950)*

"What the Voice of America has to say about worker's housing conditions is very unconvincing. Here is the phony picture it paints. 'The American worker,' it says, 'lives either in a separate house or in a separate apartment with kitchen and bathroom.' And it claims that the 25 per cent of earnings paid in rent includes gas and telephone and even carpet cleaning. Carpets, of course, are mentioned here not by chance. The Voice of America wants to insinuate that carpets are a common thing in America." *(Soviet Home Service Broadcast)*

"The rot-infested capitalist system presents a picture of total bankruptcy. It exhibits its complete inability to provide the working masses with humane conditions of existence. The system is doomed." *(Soviet Short-wave Broadcast to Europe, Jan. 21, 1950)*

"The KKK is financed by America's big capitalists who make use of it for their own low purposes. Wall Street regards membership in the organization as the best testimonial of reliability." *(Soviet Short-wave Broadcast, Feb. 6, 1951)*

"Women in our country constitute an enormous working army which has covered itself with glory. In capitalist countries the position of women is such that they are rightly called 'domestic slaves'." *(Soviet Home Service Broadcast)*

"Management has recently increased even more the speed of the conveyer belt. It is becoming increasingly difficult to work, and workers are so worn out at the end of the day that they are hardly strong enough to get home." *(A report to the Russian people on a conference held by the United Electrical Workers)*

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have in common . . . Those two technocracies that think themselves antagonists are dragging humanity in the same direction of dehumanization . . . man is treated as a means and no longer as an end.

As long as any important segment in Europe continues to view the contribution of American industry in this frame of mind it is unlikely that they will make any significant change in their own business methods. The problem remains, however, of finding a way for the economies abroad to establish their own firm footing without being "compromised" by our techniques. They may look with disdain on American standards, but may only be able to do so as long as we are willing to finance their deficits.

It is precisely at this point that the view of the Soviet-dominated world and of our friends abroad most nearly merges, for both suspect ulterior motives in our aid, though with very different consistency and intensity.

So long as American foreign trade policy remains as inconsistent as it has been, so long will the world be cynical of our virtue. The average European recognizes some degree of American selflessness behind the programs of assistance on which we have spent $85,000,000,000 since the end of the last war. But he is also persuaded that the self-interest of American commercial policy helped lubricate our generosity.

The European is unaware of the unhappy fact that the total elimination of all U.S. tariffs would still not produce trade adequate to end the world's dollar hunger. What does concern him is that the world's dependence on American gifts is greatly aggravated by America's refusal to allow the full competition of foreign merchandise in the American market place. Our tariff policy has probably been the greatest single obstacle preventing the friendly foreigner from accepting our industrial and business protestations at anything resembling their face value. The most vital challenge confronting the new Administration flows from the inner contradiction of our foreign political and economic policies.

THERE is no single answer or palliative; and there is increasing resentment at our insisting that recovery can only be achieved through American productive efficiency and the reduction of trade barriers. The reasons for the existence of misconceptions are complex and will diminish only when approached on the levels at which disbelief or misinformation arise. Our effort would be more effective if we keep these principles in mind:

1.) We must learn the vital differences in the meanings of the words we and our friends use. "Competition," "salesman," "service," "class struggle," "efficiency," "mass production," "democracy," "enterprise" are but a few of the concepts which produce violently different reactions.

2.) We must recognize that our experience is not completely nor readily adaptable to most portions of the world. This is a bitter pill. We know our methods have succeeded. We have strong reason for disliking the methods which we feel certain have failed elsewhere.

3.) We must more intelligently understand the reasons for the world's emphasis on security, its aversion to risk.

4.) Our businessmen are among our most important ambassadors abroad. Their representation has improved greatly in recent years. It must improve still further.

5.) Much of our cultural representation is either inadequate or disastrous. Many of our motion pictures and the millions of comic books scattered by our servicemen throughout the world have done us tragic disservice.

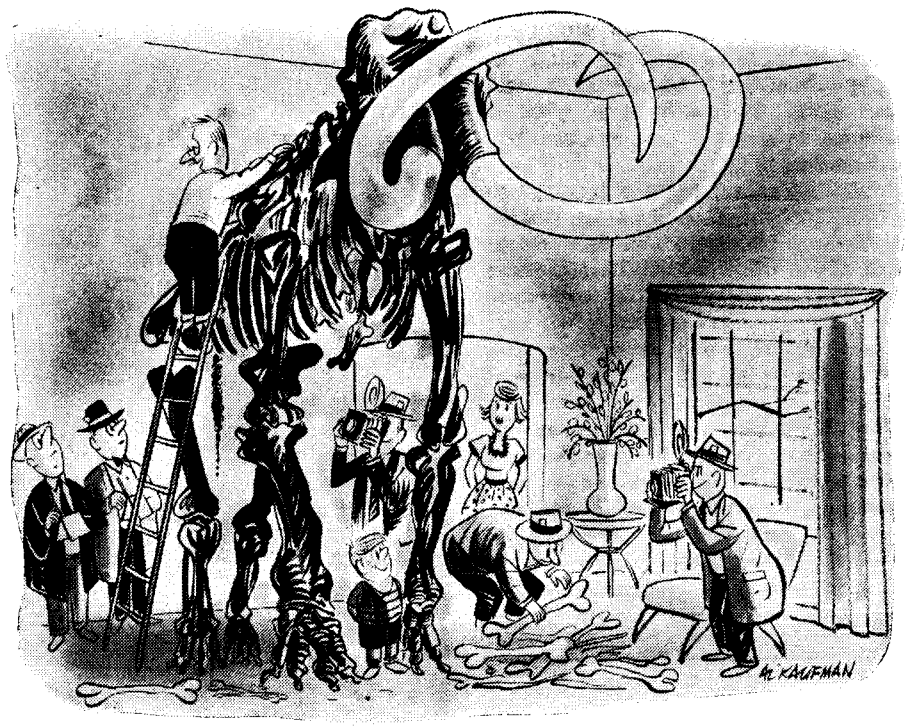
6.) We must understand the difference in history and environment, as well as in the cultural and religious philosophy, that distinguishes us from our friends. Fuller understanding will not only increase the success of our efforts abroad but will bring our own practices more consistently in line with our traditional beliefs and protestations.

7.) We need empathy for the emotional reaction of those who are denied, of those who seek help, of those who survive through another's generosity, of those whose standards of wealth, comfort, or even subsistence are simply not comparable to ours.

8.) If, indeed, we are competitive, then we must be prepared to drop the barriers to competition. If we value risk, we must be willing to take it in our effort to help the economies of the free world. The way is not easy, but there is no other.

9.) We must understand that the mere existence of our own great power, however intelligently and altruistically used, is a source of fear and distrust which will inevitably color even the most friendly foreign evaluation of our own society and its motives.

The purpose here has been to convey the reactions of those around us, rather than to evaluate their accuracy or rebut their misinterpretations. We must be as ready to accept the valid criticisms as to protest the invalid. Our creative impact upon the world will, in large part, depend on this act of wisdom.



"Funny how it all started—Junior was digging in our backyard. . . ."

Leo Cherne is executive director of the Research Institute of America.

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BUSINESS' PUBLIC ROLE IN 1953

(*Continued from page 15*)

tagged on it twenty years ago. Particularly since the war, people have tended to take an ever broadening view of business. Business is an *institution* in our democratic way of doing things. And privately owned and operated free enterprise is almost, if not absolutely, as much a part of the American fabric as free churches, free schools, a free press, a free radio.

I believe there is not one but *three* judgments which the public passes on business, and therein lies the key as to what the public expects of business now.

First of the judgments which the public passes on business is as a Maker of Products. On the whole, and despite the temptations to do otherwise in a prevailing sellers' market, business has done well here in the mind of the public. Rapid and sweeping technological improvements have taken place. New and better products have continuously been offered to the consuming public. The public applauds the long-range research projects undertaken by many industries and believes that Business plans many years ahead—and with high objectives.

The second public judgment on business is as a Neighbor. Here the judgment is generally placed on a specific business, on how civic minded is the factory in the home town, what kind of a place it is to work in, how honest its advertising is, and how fair its sales practices. This judgment placed on specific business tends to apply to business in the aggregate, and here again the public sees what it believes is greater and greater improvement.

Third is the judgment of business as a Citizen of the United States. People attribute to business—as they do to each of our other national institutions —a certain indispensable contribution which is supposed to do its part in making our system work. They expect business to act for the national welfare, and place what could be called a standard of patriotism on business's activities. The wartime record of business was, despite minor exceptions, so outstandingly good that even the detractors of business lost face. And the public approved the conduct of business in the transition from war to peacetime production in 1946 and 1947, and tended to give business more credit than it gave to government.

While the vast majority of the people believe in and want a system of private ownership of business, there is a large body of American opinion which is convinced that *much* of business at best is amoral and at worst greedy. Consequently, a large part of the public wants someone to keep an eye on business—and the people's candidate for that "someone" is government.

THIS, then, is the background for judging what the people expect of business in 1953.

It expects that the Party of Business will never again lead the country down the road to severe deflation and widespread unemployment. It expects that the power of government will not be used in any retributive way against the other competitive power blocs of business, such as labor or agriculture. It expects that business will behave intelligently about government spending.

It expects the Businessman's Party to exercise the same kind of political statesmanship which they have come to expect in the way of industrial statesmanship. It expects the same kind of long-range planning on the governmental level which has characterized the acts of Business. It expects this planning to result in the *public* good. It expects a wise handling of the period between slackened governmental defense expenditures and whatever is to replace them in the national economy. It expects that a way can be found to make the freedom-loving countries of the world safe from attack—and with U. S. participation, even with U. S. leadership—in such an effort. It expects that freedom from want will not be allowed to lapse.

Some might say this is a confused mixture between what the public expects from Business and what it expects from the Republican Party. But today there is less strict compartmentalization than there used to be. The state of government, the acts of government, affect business—and vice versa. And, in the public's mind, at least, the Republican Party is the Businessman's Party.

The significant thing to remember is that it is now in power. And that it is always easier to forgive the errors and foibles of a man (or a party) who is in the minority and can do little harm than it is to forgive the errors of the man in the driver's seat who seems to be cracking the whip.

Not only will Business have to bear responsibility for its own acts in the field of business and be subject to the criticisms of the normal enemies of Business but, in addition, *some* of the people who will want to attack the Republican Party will conclude that it is safer to attack the Businessman's Party than the great personal popularity of General Eisenhower.

—*Study for post-office mural, from "Art in Federal Buildings."*

"Manufacture of Plowshares in Moline," by Edward Millman.

As a marketing consultant, Elmo Roper conducts surveys of public opinion on a wide variety of problems for industry.

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What Businessmen Predict for '53

EDITOR'S NOTE: *More eloquently than words, the chart below reports both the promise of and challenge to our economy as American business starts a new year under a new administration. On this and succeeding pages* The Saturday Review *presents an analysis of the key issues of* 1953 *by the following members of the Board of Editors of the Research Institute: "The Outlook for 1953," by Eli Cantor; "Paying for Security," by Leon Gold; "Management Decisions," by Marjorie Noppel; "Labor in 1953," by George Moskowitz; "The Foreign Riddle," by Barbara Whitmore. A list of recent books concerned with these pivotal questions, compiled by Robert Cousins, will be found on page 52.*

1. Outlook for 1953

PERHAPS the most significant single fact about 1952 for the business community was that the year came in like a bear and went out like a bull. The date of an expected business slump receded, like the horizon, as the months went by. Indeed, year's end found near unanimity among businessmen and economists that 1953 would be a good year all the way. The Commerce Department, whose similar forecasts have proved highly accurate in the past, sees the real challenge delayed into 1955.

The basic economic supports charted at right show no signs of weakening seriously. Defense spending will rise to a high of over $53 billion in 1953, compared with a rate of about $46 billion in the second half of 1952. Much of this money is already committed, and Eisenhower's economy drives cannot have much effect until 1954 at the earliest.

Construction activity will be vigorous. The country still needs large numbers of homes and factories, to say nothing of the long-deferred backlog of schools, roads, bridges, hospitals. Business spending for capital goods is expected to run about $26 billion, only a small fraction below the all-time high of 1952.

A recent Research Institute survey among thousands of business executives showed an impressive majority planning to go right ahead with expansion programs in 1953. They expect good business, at least until the end of the year—although they feel they'll have to roll up their selling sleeves to get it. Notably, very few believe they will have to lay people off.

At the same time, a clear note of caution and wariness appears in the responses to the Institute's questions. Over 25 per cent of the executives said they intend to hold their purchasing closer to the vest in 1953 than they did in 1952; and over 43 per cent have decided to tighten inventory policy. Nearly 50 per cent expect collections to slow down this year, and about 50 per cent of the wholesalers replying think they will suffer higher bad debt losses.

Basically, these expectations reflect some concern over inventories—a concern which was not entirely dissipated by the good Christmas season in 1952. There is also some worry over the size of consumer debt, running around $21 billion at the end of 1952. The Research Institute believes that these are zones of real vulnerability which can lead to a slump at the end of 1953.

But the depth and duration of any such period of difficulty will be limited. Not only will high defense spending, construction, and business purchases act as brakes on a slide-off, but our population is expanding and demanding an ever-higher standard of living. The growth of the air-conditioning industry is just one example. Also, consumers are ready, able, and willing to spend—with some $17 billion in savings as a safety cushion. Minimum pay laws and high union pay rates serve as a kind of floor under consumer income.

The period of adjustment which we expect in late 1953 or 1954 should not be severe, over-all—and all odds are that it will turn out to be only a temporary interruption of an upward economic curve. It is certain that 1953 will *not* bring the critical test of whether civilian demand can fully support the country's expanded capacity after military spending decelerates.

—ELI CANTOR.

2. Paying for Security

REPUBLICAN fiscal policy calls for reduced government spending and a balanced budget before substantial tax cuts. The budget for fiscal 1954, inherited from the Truman Administration, will be pruned in an effort to avert the anticipated deficit of about $10 billion. However, the cost of fighting Communism on a worldwide front will make it almost impossible to lower expenses below $70 billion. At that level, the budget would be close to balance, except for the tax cuts which were scheduled during the Truman Administration to take effect automatically in 1953 and 1954. Here is how these tax reductions will come along, unless Congress acts to stop or change them.

Individual income-tax rates for 1954 and thereafter will drop about 10 per cent below the 1952 level for taxpayers making up to $25,000. Taxpayers in the over-$25,000 bracket will get less relief. For corporations, the normal rate is scheduled to dip from 30 per cent to 25 per cent for years beginning after March 31, 1954. The 22 per cent surtax will continue. Many of the excise levies which rose on Nov. 1, 1951, are due to return to the pre-Nov. 1, 1951, rates on April 1, 1954. These include manufacturers' excises like those on automobile chassis, gasoline, and sporting goods—also liquor and cigarettes.

The projected termination of the excess profits tax on June 30, 1953, will force a difficult decision, involv-

The U.S.A. Economy

(All figures are annual averages. Figures for 1952 *and* 1953 *are Research Institute estimates.)*

	1932	*1940*	*1952*	*1953*
Gross National Product (billions of dollars)	58.3	101.4	345	360
Government Spending (billions of dollars)	8.1	13.9	77.5	80.0
Private Business Spending for capital goods (billions)	*	5.5**	26.9	26.0
Personal Income (billions of dollars)	49.3	78.3	268.5	282.5
Consumer Credit (billions of dollars)	3.5	8.2	20.9	23.0
Personal Savings (billions of dollars)	-1.4	3.7	18.8	18.5
Employment (millions of people)	38.9	47.5	61.4	62.5
Consumer Credit (billions of dollars)	3.5	8.2	20.9	23.0

*Not available.
**1939.

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ing political as well as fiscal considerations. It would be more expedient politically to spread the first tax reductions under a Republican Administration among individual and business taxpayers instead of limiting them to corporations in the excess profits class. One possibility is to defer the end of the excess profits tax until December 31, 1953, so that all taxpayers would get their first tax cuts in 1954. This would have the added virtue of minimizing any budget deficiency for fiscal 1954. The six-month extension of the excess profits tax might be made more palatable by lowering the rate or increasing the credit.

Another approach would be to advance the individual tax cuts from 1954 to 1953. Along this line, Congressman Reed, the chairman of the House Ways and Means Committee, favors a 5 per cent individual tax cut in 1953 and another 5 per cent in 1954. This would cost some $3 million more in lost revenue for fiscal year 1954 than a delay in ending the excess profits taxes.

There will be tremendous pressure from business to kill the excess profits tax in 1953 as timetabled. If termination of this levy foreshadows a budgetary deficit (and an even greater one if individual tax cuts are accelerated from 1954 to 1953) the GOP has several choices. Other taxes might be raised to offset the deficit; or a new tax—most probably a general sales levy—might be imposed; or the Administration might simply gamble that total revenues will rise as business activity is spurred by the ending of the excess profits tax and possible reduction of individual rates.

A general sales tax will have strong backing if a substantial deficit looms, although states may complain bitterly at Federal invasion of this field which now provides by far the largest single source of state revenues. There is also a real chance that the Republicans may meet a big deficit through additional borrowing, on the theory that revenues would improve in the following year as business activity is stimulated by tax cuts in 1953. Then the budget for fiscal 1955 could be the first real GOP blueprint.

One problem requiring speedy solution is the management of the national debt. Eisenhower's fiscal advisers believe that too much of the debt is represented by short-term securities which require constant refunding. Odds are that issues maturing within the next four years will be replaced in large part by long-term bonds carrying a somewhat higher rate of interest. Indirectly, Washington's new fiscal policy will result in higher commercial interest rates all along the line, ending the easy-money climate of recent years.

—Leon Gold.

What Businessmen Read

JUST a year ago, for *The Saturday Review*'s issue on The Businessman in America, the Research Institute of America conducted a poll of the reading habits of a cross-section of more than 15,000 officers and executives of U. S. corporations. The news then was that the American business tycoon, contrary to the hoary clichés, not only reads books, but a great many of them: over one-half of those answering read more than ten books a year and one-fifth more than twenty-five; one man turned up who read about 300.

A second poll just conducted by the RIA confirms these findings and adds some interesting additional light on the businessman's reading habits. Last year the overwhelming majority of the books listed on the respondents' reading lists were volumes of current affairs, history, and biography—the sort of book dealers in clichés would presume the corporation executive would turn to during his moments away from his desk. This year books of that type still dominate the lists, but an impressive number of works of fiction—Ernest Hemingway's "The Old Man and the Sea," Edna Ferber's "Giant," and Thomas B. Costain's "The Silver Chalice," for example—have claimed high places. The Hemingway novel alone—undoubtedly aided by the fact that it is short and was published in a single issue of *Life* as well as in book form—has been read by more than one-half the respondents. Indeed, a glance over the lists suggests that businessmen's reading preferences corresponded closely to those of the whole adult population.

The twenty-five leading 1952 titles in the RIA poll were as follows:

1. The Old Man and the Sea, by Ernest Hemingway
2. Witness, by Whittaker Chambers
3. The Memoirs of Herbert Hoover
4. Giant, by Edna Ferber
5. The Silver Chalice, by Thomas B. Costain
6. Holy Bible: Revised Standard Version
7. East of Eden, by John Steinbeck
8. A Creed for Free Enterprise, by Clarence H. Randall
9. Matador, by Barnaby Conrad
10. Executive Suite, by Cameron Hawley
11. Anne Frank: The Diary of a Young Girl
12. Hunter, by J. A. Hunter
13. Don Camillo and His Flock, by Giovanni Guareschi
14. Abraham Lincoln, by Benjamin P. Thomas
15. The Big Change, by Frederick Lewis Allen
16. The Thurber Album, by James Thurber
17. Tallulah, by Tallulah Bankhead
18. The Last Resorts, by Cleveland Amory
19. Fleet Admiral King, by Ernest J. King and Walter Muir Whitehill
20. Ethics in Government, by Paul A. Douglas
21. The Distant Shore, by Jan De Hartog
22. The Magic Lantern, by Robert Carson
23. The Best American Short Stories, edited by Herschel Brickell
24. George Washington: Volume V, by Douglas Southall Freeman
25. The Course of Empire, by Bernard DeVoto

Three books published in previous years were mentioned as having been read "with great interest" in an impressive number of instances: "The Caine Mutiny," by Herman Wouk, "The Cruel Sea," by Nicholas Monsarrat, and "The Sea Around Us," by Rachel L. Carson. One gentleman said that he had read the schoolbooks of his five children "with special interest."

Businessmen are avid magazine readers, too. There are about a dozen which they "read regularly" or "read occasionally," at least half of which have no direct bearing on their workaday problems.

3. *Foreign Outlook*

AS 1953 started, there were some encouraging signs that Europe had averted economic catastrophe and was ready to move ahead. The belt-tightening initiated by Britain's Chancellor Butler had brought external payments into better balance. Belgium, Holland, West Germany, and the Scandinavian lands had all made progress. Even France, which had seemed doomed six months earlier,

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was still on her feet, however infirmly.

But it was also clear that these improvements were only a beginning. Europe remains woefully vulnerable. A mild recession in the United States, with a reduction in imports, could mean economic catastrophe abroad. Or inflation, temporarily checked, could flare once more at the slightest relaxation of European self-control.

At the same time, there is virtually unanimous agreement on both sides of the Atlantic that the Marshall Plan and other postwar economic aid has done all it can. New methods and programs must be found to capitalize on gains already made and to carry Europe forward to reasonable stability.

The United States must obviously play the key role, and foreign eyes are focused anxiously on the words and actions of the new Administration. At this point not even Eisenhower and those closest to him can say surely what the new foreign economic policy will be, but some of the broad probabilities can be indicated.

The off-shore purchasing program, under which the United States places contracts for military supplies with foreign manufacturers, is due for expansion. At least as long as American industry is working at top capacity there is little opposition to this relatively painless method of lining European pockets and at the same time obtaining vital military equipment for the NATO forces.

On the other hand, the virtual end of foreign economic aid is likely. These grants are now in bad odor on both sides of the Atlantic because at the present stage of recovery they serve more as subsidies to inefficient industries than stimuli of greater productivity.

Where investment is concerned, there is general recognition of three major stumbling blocks. Nationalistic attitudes stand against foreign capital in many countries. Barriers against repatriation of earnings and capital are another problem. Perhaps most seriously, investors can earn good returns in this country without taking the risks of foreign ventures. None of the proposals thus far offered holds much promise of solving these difficulties.

Many of the executives surveyed by the Research Institute believe that the answer to the import problem is to lower American tariffs, but very few think it will actually be done. And they are probably right. At most, the Reciprocal Trade Agreements Act, due to expire in June, may be extended for a reasonably long period. Another probability is a customs simplification law. By unsnarling the red tape that now frustrates importers, this could mean a generous boost in our foreign purchases. There is less likelihood of repeal of the Buy American Act (which requires our Government to purchase the items it uses here from domestic producers unless the foreign price is at least 25 per cent lower). Nor is there much chance of elimination of the various provisions through which American manufacturers can seek higher tariffs if they are injured by foreign competition.

Many other cures for the free world's economic imbalance are talked of—a U. S. loan to permit sterling convertibility, international agreements to stabilize world commodity prices, an Atlantic Payments Union modeled on the European scheme, dramatic expansion of the Point Four program, etc. These are all likely to remain in the talking stage through 1953.

The outlook, therefore, is for very modest first steps toward a new American foreign economic policy in the next twelve months. At the same time, the foreign trade prospect is not bad. Although commercial exports will probably continue to slide as they did in 1952, imports are due to rise, assuming there is no recession here. This trade will shrink the dollar gap somewhat and prolong the breathing spell.

Nevertheless, the cold fact remains that this is only an interlude, not a firmly based recovery in Europe. Unless the U. S. can use this reprieve

to develop a new policy as imaginative and successful as the Marshall Plan was, the long-run economic outlook of the free world is bleak.

—Barbara Whitmore.

4. *Management Decision*

THE year 1953 will see an end to two major headaches that bothered companies this year—metal shortages and government controls of pay, prices, and materials. If Congress continues any restrictions, they will probably be of a stand-by nature. But new problems will arise as many companies face sharply intensified competition for the first time in several years.

Christmas retail business proved that consumers have the money to spend provided they find values that satisfy them. The problem for many sellers will be to find the right price lines to get the most volume from their particular markets in 1953. This will require careful analysis of consumer preferences and buying habits as well as detailed knowledge of how markets have been affected by relocation of industry, shifts in population, and other factors.

A substantial number of Research Institute Members reported that technology was making marked changes in the competitive scene in their industry. A bright note in the outlook is the large number of companies which have new products ready to spark the market if sales fall off. For management generally this will put a high premium on keeping abreast of new processes, new materials, new product designs.

Over 50 per cent of the Institute members surveyed think that prices in their fields will be the same; about 25 per cent said they would be lower. At the same time, a large number expect their costs to rise. This indicates that a squeeze on profit margins will be even sharper in 1953 than in the past year. Cost-cutting steps will be nec-

FRASER YOUNG'S LITERARY CRYPT No. 501

A cryptogram is writing in cipher. Every letter is part of a code that remains constant throughout the puzzle. Answer No. 501 will be found in the next issue.

POASCHPED PC

BDFGHPLDFK DGCK HN

MDGB: QRGH CHPOTC

PC ASCHPED.

R. F. XDOEZDO

Answer to Literary Crypt No. 500

What a writer asks of his reader is not so much to like as to listen.
—H. W. Longfellow.

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Recommended Reading for Executives

Sumner Slichter

WHICH books published during the past year can most effectively broaden and deepen the insights of the men responsible for formulating the general policies of American business enterprises? *The Saturday Review* has again asked one of the best informed men on economic problems in the United States, Sumner Slichter, Lamont University Professor at Harvard University, to draw up such a list. "I have the general impression," Professor Slichter writes, "that books of the type I am seeking—books which deal with the kind of basic issues that need to be faced by top policymakers—are somewhat scarcer this year than last."

AMERICAN CAPITALISM. *By J. K. Galbraith. Boston: Houghton Mifflin Co.* $3. A delightfully written and thought-provoking reconsideration of the role that competition plays in the American economy which raises important controversies and proposes a theory of how aggregations of power stimulate the formation of countervailing power.

THE BIG CHANGE 1900-1950. *By Frederick L. Allen. New York: Harper & Bros.* $3.50. A lucid and penetrating survey of what has been happening to the attitudes, customs, and institutions of America during the last half century. "Must" reading for policy makers.

CHANGING CONCEPTS OF BUSINESS INCOME. *By Study Group on Business Income. New York: Macmillan Co.* $2. A summary and analysis of the issues raised for accounting by changes in the price level, which proposes modest changes to make accounting tell the executive more accurately the results of his operations.

CREATING AN INDUSTRIAL CIVILIZATION. *Edited by Eugene Staley. New York: Harper & Bros.* $4. Arresting discussions by scholars and leaders of business of the problems of reconciling the good life with making a living.

A CREED FOR FREE ENTERPRISE. *By Clarence B. Randall. Boston: Little, Brown & Co.* $2.75. The outspoken views of an original and articulate executive about the state of the economy and his duties, shortcomings, and opportunities.

ECONOMY IN THE NATIONAL GOVERNMENT. *By Paul H. Douglas. Chicago: University of Chicago Press.* $3.75. A thoroughly informed analysis of the realities of budget making and of the possibilities and limitations to cutting outlays by the Federal Government with definite suggestions for action.

IS ANYBODY LISTENING? *By William H. Whyte, Jr. New York: Simon & Schuster.* $3. A devastating analysis of the fumbling efforts of American business to communicate with the rest of the country.

THE MAN ON THE ASSEMBLY LINE. *By Charles R. Walker. Cambridge, Mass.: Harvard University Press.* $3.25. An examination of the conflict between modern technology and human nature based on extensive personal interviews and observation of men at home and at work.

MANAGEMENT CONTROLS IN INDUSTRIAL RESEARCH ORGANIZATIONS. *By Robert N. Anthony. Cambridge, Mass.: Division of Research, Harvard Business School.* $6.75. An illuminating discussion of basic problems of management in organized research.

MORALITY IN AMERICAN POLITICS. *By George A. Graham. New York: Random House.* $3. Informed and wise analysis of the problems of morality in politics by a consultant to the "ethics" subcommittee of the Senate Committee on Labor.

SHARE OWNERSHIP IN THE UNITED STATES. *By Lewis H. Kimmel. Washington: The Brookings Institution.* $1.50. A thorough and comprehensive study of a little-explored subject, "who owns American industry" showing the number of share owners by sex and their distribution by age, educational level, income class, and occupations.

essary; yet they will be increasingly difficult to apply since many companies have already pared obvious expenses to the bone

Credit policy will be another knotty question for management in 1953. As noted above, many companies expect collections to slow up, and a substantial number (especially among wholesalers) anticipate higher bad debt losses. Yet in a period of hotter competition the temptation will be to use easier credit terms as an inducement to win customers.

A parallel dilemma faces the retailer and wholesaler who want to hold inventories down at a time when customers will be demanding well-rounded assortments and a wide choice of merchandise. Businessmen who guess wrong in making these decisions may be hurt. The situation emphasizes the fact that 1953 may be a thorny year for individual managements even though the general climate is one of prosperity.

Outside financing will be sought by one out of two companies surveyed by the Institute. Significantly, one out of six expects trouble in getting loans this year. In past surveys, the great majority of those replying indicated no difficulty in borrowing. Although money generally has not been too difficult to get, banks and other lenders will become increasingly selective in 1953. Long-term loans, particularly, will be hard to swing for companies other than prime risks. It will be a real trick for smaller ventures to maintain their liquidity if sales settle down.

—MARJORIE NOPPEL.

5. Labor in 1953

MANPOWER shortage in almost every job category, skilled and unskilled, will continue to cast its shadow over the labor market. The fact that total employment in the United States during 1952 averaged 61.4 million and is expected to climb more than another million in 1953, indicates the increasing pinch.

The tightness of the labor market alone would tend to keep wage scales at their current high level. Other factors will further encourage continuation of the present wage buoyancy. One is the Government's pay control program, whether or not continued far into 1953. Another is the pressure to freeze the 1951-52 cost-of-living increases into base wage rates and weekly salaries now.

Bargaining demands for 1953, as already signaled by organized labor, will tend to push up the wage rates of union members some 5 per cent and perhaps even as high as 8 per cent.

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Some segments of American industry will face an aggressive drive for expansion of pension benefits. Where these are not feasible, the shift of union emphasis will be towards more generous health and welfare programs, along with some skirmishes toward the goal of guaranteed annual wage. While non-unionized companies may be able to avoid some of the more expensive of these payroll costs, the union victories will have an indirect effect in stabilizing the earnings of non-unionized workers at 1952 levels at the very least.

With the advantages of job jumping still apparent in 1953, employers will have the difficult task of creating and expanding job satisfaction—quite aside from the question of wages. The human relations approach will increasingly appear as the only effective method of improving efficiency and productivity.

Uncertain of its relationships with government for the first time in twenty years, organized labor will tend to take matters into its own hands. The AFL has already shown signs of initiative on the legislative front. Interpreting Eisenhower's cabinet appointment of Martin Durkin, former president of the AFL Plumbers' Union, as confirming Ike's intention to "fair and friendly" towards labor, the AFL is pushing for new legislation which would make the Taft-Hartley Act less onerous. As an alternative, AFL unions will try to insure themselves against many of the restrictive features of the labor law by writing into their contracts a variety of waivers that would permit some of their boycott practices. The CIO, under the militant new leadership of Walter Reuther, will exhibit a new aggressiveness that will bring it into open conflict with some employers.

Internal union affairs will be in the limelight this year. The New York waterfront probe has stirred new concern over the role of gangsters and racketeers in unionism. Emphasizing that the situation is not common, the AFL and CIO have expressed confidence in the desire and ability of labor to rid itself of those who would use unions to prey on workers and employers alike. This year may see a labor drive to force national and local affiliates to restore order and integrity. If the broom is not taken to the houses which need cleaning, government may move in with legislative controls—along the lines of the statutes which have long prescribed standards of conduct for corporations and their officers under penalty of personal liability. The coming months may see the initial steps taken in this direction. —GEORGE MOSKOWITZ.

IMPORTANT CHECKLIST OF NEW AND RECENT BOOKS FOR BUSINESSMEN

Just Published —

Reaching Out In Management

By WILLIAM B. GIVEN, JR. In this sequel to his widely popular *Bottom-Up Management*, the Chairman of the Board of American Brake Shoe describes the approach and methods developed by his company to enable every employee to realize greater work satisfaction and personal potential. $2.50

Goals of Economic Life

Edited by A. DUDLEY WARD. This first book in an important new series undertaken by a study committee of the National Council of Churches considers what ethical purposes are to be served in the conduct of economic activity today. $4.00

Facing the Future's Risks

Edited by LYMAN BRYSON. Distinguished authorities in a variety of fields interpret the social and economic changes that have taken place over the last 200 years, and reflect on the prospects ahead. $4.00

Recent Books in a Variety of Fields —

PRACTICAL PUBLIC RELATIONS Revised Edition. *By Rex F. Harlow* and *Marvin M. Black.* "A 'must' in every professional public relations practitioner's library."—*Public Relations Journal.* $5.00

ADVERTISING AGENCY PRACTICE. *By Irvin Graham.* A detailed study to help all who want to know how American advertising agencies operate. $4.50

SIX WAYS TO RETIRE. *By Paul W. Boynton.* A book that company executives will want to put into the hands of all their retiring employees. $2.50

PICTOGRAPHS AND GRAPHS How To Make and Use Them. *By Rudolf Modley* and *Dyno Lowenstein.* A complete up-to-date guide to the now highly developed technique of creating and using pictographs. $4.00

BIG BUSINESS METHODS FOR THE SMALL BUSINESS. *Edited by Robert S. Holzman* and *A. Kip Livingston.* The expert managerial knowledge and guidance ordinarily available only to the largest corporations are here interpreted for use by the small business. $5.00

General Books of Interest to the Businessman —

CREATING AN INDUSTRIAL CIVILIZATION A Report on the Corning Conference. *Edited by Eugene Staley.* "Anyone who has ever wondered what the Industrial Revolution has done, and is doing, to human beings; or who has tried to estimate its future course . . . should read the book."—*Modern Industry.* $4.00

THE NEXT AMERICA Prophecy and Faith. *By Lyman Bryson.* "An eloquent warning of the need for personal self-development and individual decisions in a system in which the individual tends to be dominated by large groups and to accept group decisions." —ELMO ROPER. $3.50

TO WIN THESE RIGHTS A Personal Story of the CIO in the South. *By Lucy Randolph Mason.* A significant commentary on a phase of social revolution that is taking place in the South. $3.00

At your bookstore or from

49 E. 33rd St. **HARPER & BROTHERS** New York 16, N. Y.

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The Politics of Business

A CREED FOR FREE ENTERPRISE. By Clarence B. Randall. Boston: Little, Brown & Co. 177 pp. $2.75.

By WILLIAM D. PATTERSON

ONE measure of the social revolution transforming American business today is found in this book by the rugged, outspoken president of the Inland Steel Company. Any thoughtful friend or fair-minded critic of U. S. management should find it stimulating and suggestive. For the blind partisan or carping foe of management, however, it contains some bitter medicine. On both scores it seems to mark a coming of age of business as a good citizen in our complex society at a time when business is returning to full economic and political power in this country.

"A Creed for Free Enterprise" also appears at a time when American industry's prodigious feats of production have helped make America the bulwark of the free world while providing our people with the highest standard of living in history.

But Mr. Randall does not halt for more than a moment before this landmark of achievement. For him it is neither the time nor the place for complacency. Rather it is a jumping-off place, because he is aware that the battle of ideas is endless, that the critics of the U. S. economy are tireless, and that American business is ill-served by some of its most ardent defenders.

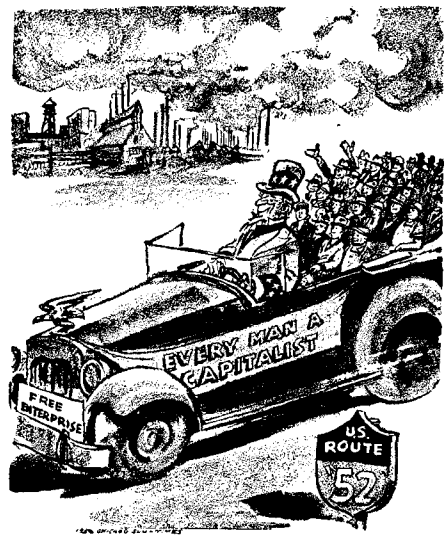
Believing deeply in democratic capitalism as an indispensable ingredient in the good society, Mr. Randall pleads with businessmen to speak up publicly for enlightened business practices and then to confound their foes at home and abroad by practising what they preach. "The next generation of businessmen will be articulate, knowing what they believe and entering joyously into the battle of ideas, or there will be no business as we have known it heretofore," he writes.

Needless to say, for anyone who knows him, Mr. Randall's basic conservatism permeates every page of his book, but it is a flexible, dynamic, thoughtful conservatism rather than the knuckle-headed reaction which has plagued business leadership in the past. Believing deeply in the free, competitive market as inseparable from all freedom, Mr. Randall also states bluntly, "free enterprise is not a hunting license." Competition is the rein on selfishness that protects the worker and consumer, as the author sees it, and therefore business cannot talk free enterprise and then engage in price-fixing, collusive marketing, restrictive production, wage freezing, or European-type cartel arrangements.

As a steelman, sensitive to the magnificent spectacle of greater and greater tonnage pouring out of his plants, the author nevertheless sees that production records, significant as they are in expanding the market and reducing prices, are not an end in themselves for man or society. He writes: "Production, as I see it, is merely a tool to be used by society for its own advancement. To produce more and more with less and less effort is merely treading water unless we thereby release time and energy for the cultivation of the mind and spirit, and the achievement of those ends for which Providence placed us on this earth. Better production does not in itself accomplish those ends. It merely gives us more time for trying."

This attitude infuses and informs Mr. Randall's book throughout, making the reader hope both business and labor leaders will read and ponder it. For the president of Inland Steel has much to say that needs saying by any top executive. He urges the modern boss to be solicitous of his employees as in the past he has been of his machines, commenting: "We have done far better with machines than with people. The all but supernatural advance that we have made in technology, and the vast physical expansion of plant that we have brought about, have not been matched by wisdom in the behavior of one man toward another. . . . Bankers lending money always call for a report by the engineering officer of the company, but never for one by the psychologist, although clearly what is done with the machines after they are installed is fully as important as their design and cost."

Mr. Randall urges management to be aware of the employee and his problems, his aspirations and fears. Good housing, proper recreational facilities, staff psychologists dealing with both home and factory problems of the workers, a strong stand against racial discrimination or segregation, promotion on merit alone, adequate and consistent on-the-job training for advancement, profit-sharing incentives, full and honest information for the employee about the state of the business, its plans and its problems and his role in them, scrupulous dealings with the union—all these are only some of the obligations he says progressive management must meet.



"Home, James!"

As a good citizen in the community, Mr. Randall asks business to serve on local organizations and voluntary groups concerned with the general welfare, from the Community Chest to slum clearance or noise abatement or juvenile delinquency. He is eloquent in urging business to contribute generously and regularly to our private universities without attempting to influence the curriculum or police the faculty. He urges business leaders to support our foreign aid policy.

Eloquently and persuasively, Mr. Randall sets forth his enlightened philosophy of free enterprise without pretending to be an orthodox spokesman for business or to speak for anyone but himself. In fact, it would be encouraging to feel that he reflected an even broader segment of U. S. business leadership than he probably does. But it is most heartening to have the head of a great industrial enterprise speak up articulately and publicly in such terms of industrial statesmanship.

This is the hopeful thing. This is why Mr. Randall's book must be regarded as a sign that business has learned from the past much that will be useful as it starts planning for the future.

LITERARY I.Q. ANSWERS

1. Hamlet, from "Hamlet," by William Shakespeare. 2. Miss Havisham, from "Great Expectations," by Charles Dickens. 3. The "Mad Abbé" Faria, in "The Count of Monte Cristo," by Alexandre Dumas. 4. Tristram, in "Morte D'Arthur," by Malory. 5. Nebuchadnezzar, in the Book of Daniel, Old Testament. 6. Oswald Alving, in "Ghosts," by Henrik Ibsen. 7. Mrs. Rochester, in "Jane Eyre," by Charlotte Bronte. 8. Hercules, in Greek mythology. 9. Lucy Ashton, in "The Bride of Lammermoor," by Sir Walter Scott. 10. Don Quixote, in "Don Quixote," by Miguel de Cervantes.

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Gaps Between Leaders & Led

THE RANGE OF HUMAN CAPACITIES. By David Wechsler. Baltimore: Williams & Wilkins Co. 190 pp. $4.

By Aaron Levenstein

DR. DAVID WECHSLER, who is chief psychologist at Bellevue Hospital in New York, has been concerned for a long time with the problem of measuring human intelligence. Millions of young Americans who went through the armed forces during World War II were rated and classified on the basis of his Wechsler-Bellevue test. Now he has revised and developed additional material for his important book, "The Range of Human Capacities." The new data deal primarily with the skills involved in productive operations.

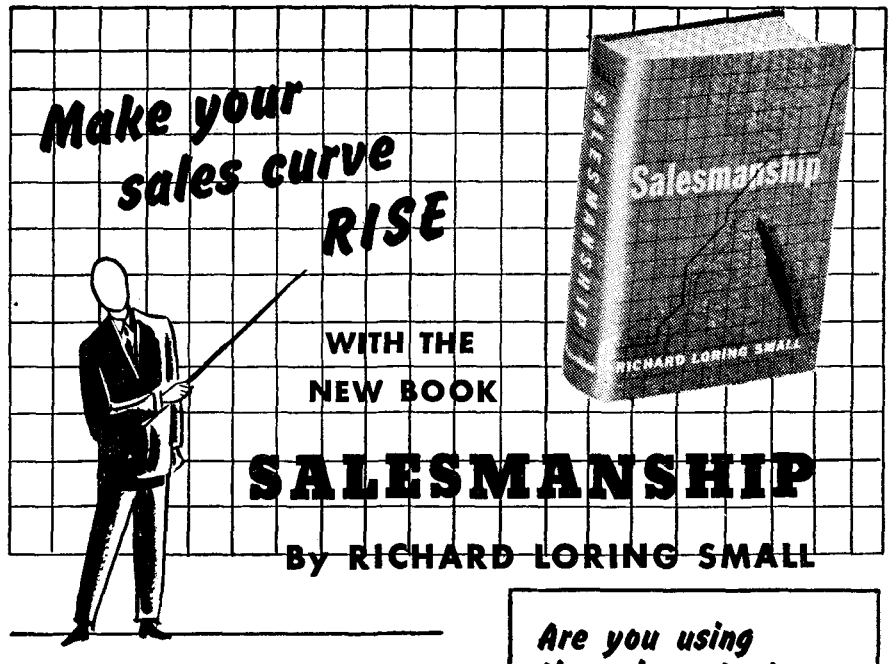
Much of current psychological inquiry leaves one with a sense of wonderment at the themes that excite academic curiosity. Scholars can devote many long months to exploring "the incidence of finger tremor among cigarette smokers," but it would seem that there are problems more urgent in an age in which man has just begun to learn how ignorant he is of himself. Dr. Wechsler, however, has raised certain very practical questions about human characteristics relating not only to the individual's capacities but his performance in society and in industry.

He points out that democracy was founded on the assumption that "all men are created equal"—an assertion that can hardly be accepted by modern psychologists. The revelation that this is not true at all has brought a revival of Plato's doctrine that government functions should be vested in the hands of an elite—men who possess extraordinary wisdom or experience beyond those commonly observed in the average citizen.

Dr. Wechsler invites us to face up to the question by scientifically examining just how great the margin of difference is between the gifted and the less endowed. He is interested, of course, in data that can be statistically organized. The spectrum of human skills and traits that he studies ranges from typing to sprinting, from the weight of the brain to memory span for digits.

The problem of measurement is itself far from simple. The semanticist will be interested in Dr. Wechsler's attack on the problem of description—illustrated by the fact that Englishmen consider Frenchmen short, while the latter are tall in the eyes of Laplanders. To escape that difficulty, we use our rulers. But, as Dr. Wechsler says, "When we come to interpreting human differences we tend to estimate differences, not by their magnitude but by their effects." With a lightness of tone (that is happily increasing in scientific writings), he adds: "We must carefully distinguish, for instance, between the actual size of Cleopatra's nose and the consequences its length may have had upon the political destinies of the West. We may fully accept the contention that if it had been longer by as much as the thickness of Caesar's finger, the entire map of Europe might have been changed, without losing all ideas as to importance of metric dimensions. I am, of course, not oblivious to the tragic, if not inordinate, difference which a few millimeters added to a lady's nose may make in the scheme of things, but all that the Cleopatra

Aaron Levenstein is a member of the staff of the Research Institute of America.



This refreshingly practical book by a long-time regional sales manager for Continental Baking Corp. abounds in specific selling techniques and practices that have proved successful in many types of business:—how, for instance, to make the buyer sell himself, how to use competition to advantage, many different ways of presenting a product, clinching a sale, or of "keeping the door open," how to begin and bring to a successful conclusion a sale involving a group of purchasers.

As a helpful guide to the salesman, the author gives simple basic steps that must be taken in any sale. These provide a valuable yardstick both for planning and actually proceeding with the day's work. He also shows how all the many methods of selling—advertising, merchandising, sales promotion as well as personal selling—can best be coordinated in a successful overall sales effort.

The author has found—and demonstrates here—that anyone can become a good salesman. He gives the basic starting rules and the particular techniques that have proved most valuable, and shows specifically how to develop skill in the use of these techniques. Completely down to brass tacks, this book gives you 554 pages packed with the most helpful, most practical kind of information, examples, ideas and sales guidance. $5.75

Are you using these important business aids?

THE LAW OF LABOR RELATIONS
Werne. What you can and can't do in specific situations, citing cases for each. $6.40

WORKING WITH PEOPLE
Uris & Shapin. How to get the best out of people, with minimum friction. $3.90

IMPROVED FOREMANSHIP
Uris. How to succeed as a supervisor, in what-to-do and what-to-say terms. $1.95

PUBLIC RELATIONS FOR RETAILERS
Mahoney & Hession. How to make all the activities of retailing build good will, with hundreds of examples. $3.00

INVESTMENTS FOR PROFESSIONAL PEOPLE
Cooper. A basic guide for anyone baffled by financial statements, insurance policies, real estate appraisal, market reports, etc. $4.00

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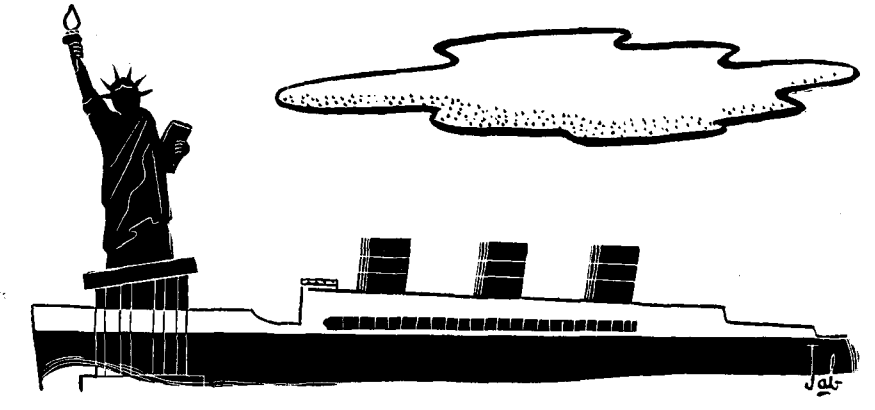
fable can prove is that under certain circumstances small differences may play a great role in the destiny of a human being or even a nation."

In short, the range of human differences in terms of magnitude may be very small, but measured by their effects they are tremendous. Dr. Wechsler's study shows that the ratios between the extremes in human capacity can be expressed in small numbers—the majority fall within the limits of 1.3 and 2.5. But that does not tell the whole story. We know that impulses travel along the human nervous system at a speed of about 200 miles per hour. Joe Louis, in his prime, had quicker reflexes than the men he faced in the ring, but that trifling split-second of greater speed was responsible for an explosive difference. When he "lost his reflexes," as the sports-writers put it, he was no longer the champion sitting at the rosy end of the spectrum.

Dr. Wechsler complains that the task of measuring human attributes and performance has only begun and that not enough basic work has been done on the subject. Undoubtedly, there will be an increase in such inquiry because the stakes are very practical. The nature and range of human capacities will ultimately determine whether or not the right of equal participation in government is practical. But many other questions of more immediate daily urgency relate to the problem. For instance, as a result of collective bargaining, wages are tending toward standardization, either on a fixed rate or on a rate range. That presupposes that employees in the same job classification make similar contributions or contributions that vary within a fairly limited span. It would not be surprising to find some day that the major issues in labor relations are argued from psychological data rather than from economic premises. Though Dr. Wechsler does not claim a seat at the bargaining table for his discipline, this book lays a foundation for further application of scientific method to social problems hitherto resolved by guess and by growl.



Books for the Businessman

EDITOR'S NOTE: *The following list, prepared by Robert Cousins, book editor of Arthur C. Croft Publications, offers a representative cross-section of the hundreds of books dealing with economics, management, and labor published during the past year. Because of limitations of space many worthwhile titles of special appeal have had to be omitted from this issue of* SR.

Economics

AMERICAN CAPITALISM: The Concept of Countervailing Power. By John Kenneth Galbraith. Boston: Houghton Mifflin Co. $3.

Mr. Galbraith, a professor of economics at Harvard, contends that our economic structure has outgrown the theories of the classical economists. He advances a new system of economic ideas based on the principle of "countervailing power" which, in part, calls for limited control of business.

GENERAL ECONOMICS: An Introduction. By Allan M. Seivers. Philadelphia: J. B. Lippincott Co. $7.50.

In describing the growth of our economy and industrial life, Professor Seivers makes economics especially palatable to the average reader.

DEMOCRACY AT BAY. By Felix Somary. Translated by Norbert Guterman. New York: Alfred A. Knopf. $2.50.

A European businessman and economist diagnoses ills in the American economic and political structure and prescribes. Unchecked extension of governmental power, he warns, is our greatest peril.

ECONOMICS FOR THE POWER AGE: A Statement of First Principles. By Scott Nearing. New York: John Day Co. $3.

Mr. Nearing offers ten socioeconomic principles that any basic understanding of modern economics must take into account. He writes: "Academic economists will be dissatisfied with this book. . . ." They certainly will.

CREATING AN INDUSTRIAL CIVILIZATION: A Report on the Corning Conference. Edited by Eugene Staley. New York: Harper & Bros. $4.

How good, in human terms, is the industrial life we have created? What has man lost and what has he gained? What lies ahead? Top scholars and business leaders face questions like these and evaluate our economy from the standpoint of human values.

PROBLEMS OF NATIONALIZED INDUSTRY. Edited by William A. Robson. New York: Oxford University Press. $5.

An economic "free-for-all" in which prominent British leaders weigh the merits of government control of industry. The understanding is that while nationalized industry opens new avenues, it's no tea party. Government control creates so many new problems such as loss of incentive, high production costs, and centralization of management, that it's enough to drive a businessman to strong drink.

IDEAS OF THE GREAT ECONOMISTS. By George Soule. New York: The Viking Press. $3.50.

A restatement of the theories of influential economists and how those theories gave form to our economic society. This book will be of interest to businessmen who want to discover how classical economic ideas have withstood the test of time.

SHIRTSLEEVE ECONOMICS. By William A. Paton. New York: Appleton-Century-Crofts. $4.

You won't have to roll up your sleeves to understand economics as explained by Dr. Paton of the University of Michigan. He gives the economic facts of life, probes into our ailments, and prescribes a cure.

STUDIES IN THE STRUCTURE OF THE AMERICAN ECONOMY. By Wassily Leontief and the Staff of

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the Harvard Economic Research Project. New York: Oxford University Press. $11.

Hold on to your hats! Here is a Harvard Economic Research Project which "attempts to lay an elaborate and well-integrated foundation for the empirical structure of long-run economic problems." The aim is a *tableau economique*—a study of structural interrelations, the forces affecting the structure, and the effect of changes in the forces creating a new structure." Try that on your decoding machine. Strictly for top economists.

MEASURES OF BUSINESS CHANGE: By Arthur H. Cole. Chicago: Richard D. Irwin. $7.50.

The librarian of the Baker Library, Graduate School of Business Administration, Harvard University, offers a compilation of indicators of business and economic change. He lists regional and national indicators prepared by companies and government agencies, and gives a brief description of each.

DEVELOPMENT OF ECONOMIC THOUGHT. By Philip Charles Newman. New York: Prentice-Hall. $6.65.

An historical and analytical approach to economic doctrines, including biographical material on the major economists.

HOW TO THINK ABOUT ECONOMICS. By Fred G. Clark and Richard S. Rimanoczy. New York: D. Van Nostrand Co. $2.

This primer, a compilation of Mr. Clark's and Mr. Rimanoczy's three previous books, offers a basic, simple picture of economic affairs of the day.

HOW YOU REALLY EARN YOUR LIVING. By Lewis Haney. New York: Prentice-Hall. $3.

Here is economics made simple by the "conservative" school of thought. The author, professor of economics at New York University, endeavors to show how each American plays his part in our economy. The $64 question is whether Professor Haney means the American of today or yesteryear.

Finance & Taxation

FUNDAMENTAL ACCOUNTING. By Leo A. Schmidt and William N. Bergstrom. Chicago: Richard D. Irwin. $7.65.

A helpful book for the average businessman who wants a thorough general knowledge of management accounting procedures.

BUSINESS TAX GUIDE: Tax Savings for Your Business. By J. K. Lasser. New York: Simon & Schuster. $3.

A useful guide for businessmen who find it increasingly difficult to keep up to date with ever-changing tax laws and regulations.

SHARE OWNERSHIP IN THE UNITED STATES. By Lewis H. Kimmel. Washington: The Brookings Institution. $1.50.

An analysis of public and private shareholdings. Particular attention is given to public holdings in the names of nominees, brokers and dealers, and the industries and types of companies which attract investments of individuals.

ACCOUNTANT'S OFFICE MANUAL. By Charles S. Rocke. New York: Prentice-Hall. $6.35.

How to cut down on excessive overhead expenses without the financial walls crumbling. Mr. Rocke shows how to eliminate costly and time-consuming methods and routines.

EXPANDING YOUR INCOME: Many Happy Returns on Your Investment Dollar. By Ira U. Colleigh. New York: David McKay Co. $2.

A corporation president describes the know-how and know-when of investing for income and capital growth.

FAMILY FINANCE. By Howard F. Bigelow. Philadelphia: J. B. Lippincott Co. $4.95.

A home guide for straightening out the family budget. Mr. Bigelow has some down-to-earth information on such matters as renting versus home ownership, financing of a family automobile, college education, vacations, business cycles in relation to family planning, the proper use of credit, and the effect of inflation on savings and investments.

PRINCIPLES OF INSURANCE. By Robert I. Mehr and Emerson Cammack. Chicago: Richard D. Irwin. $7.65.

This excursion into the insurance field will help the prospective buyer find his way through the eyestraining print of insurance contracts of all kinds. Includes a glossary of insurance terms and phrases.

4 Outstanding Prentice-Hall Books

DICTIONARY FOR ACCOUNTANTS

Compiled by ***Eric L. Kohler,*** CPA

The first and only full-scale dictionary of accounting terms, their specialized meanings carefully defined and analyzed in everyday language. 2275 entries.

1952 6¼" x 9¼" 453 pp. $7.50

ECONOMIC WARFARE

by ***Yuan-li Wu,*** Stanford Research Institute

A practical answer to the challenge of the cold war which tells how economic warfare can be conducted and what effect it has on normal international relations.

1952 5⅝" x 8⅜" 403 pp. $6.00

EFFECTIVE PUBLIC RELATIONS

by ***Scott M. Cutlip,*** University of Wisconsin; and ***Allen H. Center,*** Parker Pen Company

A complete and comprehensive introduction to the profession and practice of public relations which treats its development, practice, and functions in 10 major fields.

1952 6" x 9" 502 pp. $7.35

MANAGERIAL ECONOMICS

by ***Joel Dean,*** Graduate School of Business Columbia University

Integrates economic analysis and the managerial viewpoint in its study of practical business problems and policies. Central emphasis on marketing policies and the cost and demand study behind them. Received the 1951 National Marketing Award.

1951 6" x 9" 621 pp. $7.65

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A DICTIONARY FOR ACCOUNTANTS. By Eric Kohler. New York: Prentice-Hall. $7.50.

A valuable source listing 2,100 terms that have general currency wherever accountants gather.

Personnel & Labor Relations

CONCILIATION IN ACTION: Principles and Techniques. By Edward Peters. New London, Conn.: The National Foremen's Institute. $4.50.

An authoritative and lucid description of collective bargaining strategy and tactics written by a conciliator for the California State Conciliation Service. Mr. Peters knows his subject and knows how to write about it in an interesting way. A profitable book for anyone who takes part in the collective bargaining process.

ARE WORKERS HUMAN? By Gordon Rattray. Boston: Houghton Mifflin Co. $3.

Little attention has been given to the cultural lag between the easy, leisurely life of the individual, able as a citizen to indulge in any number of satisfactions, and the restricted existence of the same individual inside the factory gates. How to reconcile and harmonize the extremes of work and community life, as considered by Mr. Rattray, is an important contribution to the study of human behavior in industry.

THE EMPLOYMENT INTERVIEW IN INDUSTRY. By Newell C. Kephart. New York: McGraw-Hill Book Co. $4.50.

Designed for college study, this book is a helpful "refresher" for businessmen engaged in evaluating, selecting, and placing workers. Describes latest advances in personnel selection procedures and job analyses.

READINGS IN EXPERIMENTAL INDUSTRIAL PSYCHOLOGY. By Milton L. Blum. New York: Prentice-Hall. $6.35.

Presents recent effective research contributions made in personnel problems, human relations, engineering psychology, and consumer and advertising psychology.

HOW ARBITRATION WORKS. By Frank Elkouri. Washington: The Bureau of National Affairs. $5.50.

A detailed reference study of the arbitration process. Describes standards that have been set by arbitrators in labor-management negotiations, and the role of arbitration in disputes over wages, seniority, discipline and discharge, management rights, etc.

MEETING OF MINDS: A Way to Peace Through Mediation. By Elmore Jackson. New York: McGraw-Hill Book Co. $3.50.

Compares international relations and labor-management relations to determine what experience in the mediation of labor disputes can contribute to the problem of solving conflicts among nations. Top mediators list techniques which might facilitate agreement in international wranglings.

COLLECTIVE BARGAINING. By C. Wilson Randle. Boston: Houghton Mifflin Co. $7.50.

The collective bargaining process—the preparation, conduct of negotiations, issues, settlement of disputes, and the completed labor-management agreement and its administration.

Methods & Problems

BIG BUSINESS METHODS FOR THE SMALL BUSINESS. Edited by Robert S. Holzman. New York: Harper & Bros. $5.

Via the question-and-answer approach, twelve business experts reveal how to adapt to a small business profitable operating procedures used by large corporations.

STORES, MERCHANTS, AND CUSTOMERS: A Philosophy of Retailing. By Lew Hahn. New York: Fairchild Publications. $5.

How to keep your merchandise moving through modern methods of selling and better relations with customers, employees, and the community.

ADMINISTERING CHANGES: A Case Study of Human Relations in a Factory. By Harriet O. Ronken and Paul R. Lawrence. Cambridge, Mass.: Division of Research, Harvard Business School. $3.50.

The human effects of technological change on the day-to-day operations of a factory, and how an executive can administer changes more effectively.

REACHING OUT IN MANAGEMENT. By William B. Given, Jr. New York: Harper & Bros. $2.50.

The chairman of the board of the American Brake Shoe Company ex-

plains the philosophy of employee relations and the experiences of his firm with management decentralization.

EFFECTIVE PUBLIC RELATIONS. By Scott Cutlip and Allen Center. New York: Prentice-Hall. $7.35.

A thorough coverage of public relations—its development, its function, how it operates in industry, government, education, and other related fields.

SUCCESSFUL EMPLOYEE BENEFIT PLANS. By the Prentice-Hall Editorial Staff. New York: Prentice-Hall. $8.85.

A guidebook in the selection, installation, and maintenance of employee benefit plans. Covers tax implications and the effects of wage hour laws on benefit plans.

SOLVING PUBLIC RELATIONS PROBLEMS. By Verne Burnett. New York: B. C. Forbes & Sons. $3.

A guide to better public relations based upon the experience of a well-known expert.

MANAGEMENT TRAINING. By William J. McLarney. Chicago: Richard D. Irwin. $6.65.

Principles and cases suited for use in conference programs of management training of supervisors and middle-management personnel.

QUALITY CONTROL AND INDUSTRIAL STATISTICS. By Acheson J. Duncan. Chicago: Richard D. Irwin. $9.

A technical approach to theory and procedures of quality control, industrial research, and statistics.

PUBLIC RELATIONS. By Edward L. Bernays. Norman: University of Oklahoma Press. $5.

A survey of the development of public relations, what they are and

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how they should be conducted, as explained by one of the acknowledged masters in the field.

PUBLIC RELATIONS. By Bertrand R. Canfield. Chicago: Richard D. Irwin. $7.65.

A case-history approach to the principles and practices of public relations as used in industry, commerce, and social and political organizations.

Biography & History

THE BIOGRAPHY OF AN IDEA: The Story of Mutual Fire and Casualty Insurance. By John Bainbridge. New York: Doubleday & Co. $4.

A history of the industry published on the two-hundredth anniversary of mutual insurance.

THE HISTORY OF PHELPS DODGE. By Robert Glass Cleland. New York: Alfred A. Knopf. $4.

The evolution of a small New England saddle-making shop to a huge corporation whose products are known throughout the world.

FACTORY FOLKWAYS. By John S. Ellsworth, Jr. New Haven, Conn.: Yale University Press. $4.

A technical study of a one hundred-year-old New England manufacturing plant showing how its development from paternalism to union shop influenced human relations between management, workers, and the community.

SIDNEY HILLMAN: Statesman of American Labor. By Matthew Josephson. New York: Doubleday & Co. $5.

A detailed account of the labor leader's career, including the story of the establishment of the first garment workers' union at the Chicago factory of Hart, Schaffner & Marx, the suitmakers.

LLOYD'S. By C. E. Golding and Douglas King-Page. New York: McGraw-Hill Book Co. $4.50.

Do you want rain insurance for a company picnic on April 20, 1975? See Lloyd's. Here is a lively history of that world-famous insurance company and how its business is carried on.

THE STEAM LOCOMOTIVE IN AMERICA. By Alfred W. Bruce. New York: W. W. Norton & Co. $7.50.

Who can resist a pictorial, descriptive, and delightful book about the action-packed "tea kettles"? All aboard!

DUPONT: The Autobiography of an American Enterprise. New York: Charles Scribner's Sons. $5.

A handsomely illustrated history of DuPont compiled by the DuPont people.

TWO REELS AND A CRANK. By Albert E. Smith in collaboration with Phil A. Koury. New York: Doubleday & Co. $3.75.

The reminiscences of one of the co-founders of the Vitagraph Company, describing the business side of the early motion-picture companies.

Advertising & Sales

SALESMANSHIP. By Richard Loring Small. New York: The Macmillan Co. $5.75.

An inspirational book on how to develop a winning sales personality. Lists effective sales techniques and do's and don't's of successful selling.

PRACTICAL SALES PSYCHOLOGY. By Donald A. and Eleanor C. Laird. New York: McGraw-Hill Book Co. $4.

A self-training sales manual revealing aptitudes, qualifications, and successful methods of salespeople in various fields. Emphasizes how to make a sale through the psychological approach.

ENCYCLOPEDIA OF ADVERTISING. By Irwin Graham. New York: Fairchild Publications. $6.50.

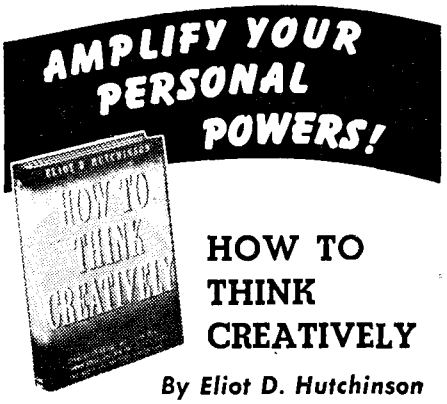
Detailed coverage of terms dealing with technical and specialized branches of advertising. Explains current laws affecting the advertising world. Lists postal regulations, various sources available to advertisers, and trade associations in the industry.

HOW TO HOLD AND DEVELOP CUSTOMERS. By Charles B. Roth. New York: Prentice-Hall. $4.25.

Strategy for successfully handling ornery customers.

AMERICA'S TWELVE MASTER SALESMEN. New York: B. C. Forbes & Sons. $3.

Profitable selling principles and techniques revealed by twelve authors



HOW TO THINK CREATIVELY

By Eliot D. Hutchinson

• How to increase your powers of creative thought and adapt techniques to your own particular needs. Includes questionnaires and studies of the thought processes of people like Aldous Huxley, Somerset Maugham and Bertrand Russell. **$2.75**

"Absorbing reading . . . a fascinating quest." — *N. Y. Times Book Review*

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HOW TO SPEAK—HERE, THERE AND ON THE AIR

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• Step-by-step rules that show you just what to do when you are called upon to face an audience — how to attain sincerity, directness, simplicity and get your point across. "Practical, down-to-earth." — *Chicago Tribune.* "Sound and to the point."—*The Rotarian.* **$2.75**

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who have succeeded in their respective fields. The line-up includes James A. Farley, Conrad Hilton, and Thomas J. Watson.

ADVERTISING AGENCY PRACTICE. By Irvin Graham. New York: Harper & Bros. $4.50.

Guidance on all aspects of advertising agency practice. Mr. Graham describes typical procedures followed by large, medium, and small agencies. An "idea" book which will help advertising men improve their methods.

Miscellaneous

HOW TO SUCCEED IN BUSINESS WITHOUT REALLY TRYING. By Shepherd Mead. New York: Simon & Schuster. $2.50.

This reviewer wishes to thank Messrs. Simon & Schuster for their succinct, on-the-button description of this illustrated volume: "The Dastard's Handbook to Fame and Fortune."

HOW AM I DOING? By Robert F. Moore. New York: B. C. Forbes & Sons. $3.

Self-analysis charts and blueprints to aid the aspiring executive rate himself and his prospects for success.

POCKET PRIMER OF PARLIAMENTARY PROCEDURE. By Fred G. Stevenson. Boston: Houghton Mifflin Co. $1.

If your meeting gets bogged down in parliamentary procedure, don't pound your gavel. Reach into your pocket for this simple, thumb-indexed guide. It's a lifesaver.

SHOWMANSHIP IN PUBLIC SPEAKING. By Edward J. Hegarty. New York: McGraw-Hill Book Co. $3.75.

Hundreds of ideas and suggestions on how to hold your audience through showmanship—the use of gestures, demonstrations, skits, anecdotes, etc.

ENCYCLOPEDIC DICTIONARY OF BUSINESS. By the Prentice-Hall Editorial Staff. New York: Prentice-Hall. $10.

Here's a useful reference book designed to give businessmen a basic understanding of business operations, methods, and practices, and to guide the layman in his business dealings.

THE MILLION DOLLAR LECTURE. By Erwin H. Schell. New York: McGraw-Hill Book Co. $3.

Inspirational lectures by a professor of business administration at M.I.T., designed to "inspire" and inform graduate students entering the business world. Describes hazards that will be faced and opportunities for self-development.

MAKE YOUR BUSINESS LETTERS MAKE FRIENDS. By James F. Bender. New York: McGraw-Hill Book Co. $3.50.

Twelve ways to improve your business and your job with letters that promote good will. Of special note is a section on how to avoid bad grammar and improper usage.

JOBINEERS: A Plan to Help the Marginal Unemployed. By Carl C. Rutledge. New York: Vantage Press. $2.50.

"Jobineer" has been coined to designate those who promote a plan to create jobs. Mr. Rutledge reveals his plan, based upon research into the causes of unemployment. His plan concerns workers who, even in a production boom, are frequently unemployed.

HOW TO GET PROFITABLE REAL ESTATE LISTINGS THROUGH NEWSPAPER ADVERTISING. By Charles Woessner. New York: Prentice-Hall. $4.25.

Recommended for real-estate brokers who want to pack a houseful of information into capsule-size newspaper space advertising.

LONGEVITY OF MANUFACTURING CONCERNS IN ALLEGHENY COUNTY. By William Wayne Frasure. Pittsburgh: University of Pittsburgh Press. $4.50.

Why does a business live and grow? Why does a business die? Mr. Frasure answers such questions in this documented economic study of longevity of thirty manufacturing concerns.

SIX WAYS TO RETIRE. By Paul W. Boynton. New York: Harper & Bros. $2.50.

An industrial relations executive of the Socony-Vacuum Oil Company advises how to make long-range preparations for retirement.

PRACTICAL BUSINESS WRITING. By L. E. Cy Frailey and Edith Schnell. New York: Prentice-Hall. $6.70.

The underlying psychology and tested practices of expert business letter writers.

IS ANYBODY LISTENING? By William Holley Whyte and the Editors of Fortune. New York: Simon & Schuster. $3.

How and why American business fumbles when it tries to cultivate public opinion.

BUSINESSPAPER PUBLISHING PRACTICE. Edited by Julien Elfenbein. New York: Harper & Bros. $6.

An encyclopedic presentation on the entire operation of the business press—covering problems of administration, editing, public responsibility, etc.

THE TECHNIQUE OF CLEAR WRITING. By Robert Gunning. New York: McGraw-Hill Book Co. $3.50.

Ten principles to help you take the fuzziness out of your writing and get your ideas across to others. A "Fog Index" will keep your words from stumbling over one another.

WHERE TO RETIRE AND HOW. By Fessenden S. Blanchard. New York: Dodd, Mead & Co. $5.

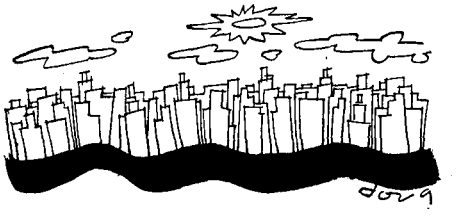
A philosophy for retirement with consideration of opportunities for gainful work, avocations, hobbies, costs of living, climates and places, etc. Illustrated.

1001 WAYS TO IMPROVE YOUR CONVERSATION AND SPEECHES By Herbert V. Prochnow. New York: Harper & Bros. $3.95.

A vice president of the First National Bank of Chicago draws upon his platform experience for anecdotal material, quips, and epigrams which give life and reality to speeches.

101 UNUSUAL EXPERIENCES. Edited by B. C. Forbes. New York: B. C. Forbes & Sons. $3.50.

Inspirational stories based upon the careers of prominent people in all walks of life.



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SCIENCE

(*Continued from page* 18)

sumers of Gayelord Hauser's five wonder foods—skim milk, brewer's yeast, wheat germ, yogurt, and blackstrap molasses—are Greta Garbo, Queen Alexandra of Yugoslavia, Baron Philippe de Rothschild, Paulette Goddard, and the Duchess of Windsor. As Gardner points out: "The best medical opinion is that they [the wonder foods] offer nothing one cannot obtain less expensively from ordinary foods." He also includes important discussions of racism before and after Hitler, and such Soviet-approved nonsense as Lysenko's theory of heredity.

The success of Velikovsky's "Worlds in Collision," ably assisted by the dubious promotional tactics of usually reputable publishers, is an example of similar theories in the physical sciences. A brief history of previous notions about cometary catastrophes indicates that there is little basically new in pseudo-science. Kenneth Roberts's "Henry Gross and His Dowsing Rod" revives an old subject that has never been checked experimentally. (Dr. Reich, by the way, claims to have proved that orgone energy twists divining rods.) As for flying saucers, Andrei Gromyko's suggestion is as sound technically as the men-from-Mars stories published by *Life* and other magazines—the missiles may have been released by a Bunyanesque Soviet discus thrower.

Many people indulge in devious reasoning, primarily because they have anti-scientific axes to grind. Anthony Standen's book, "Science Is a Sacred Cow," comes in for criticism. So do the anti-evolution blasts of Mortimer Adler, co-editor of the fifty-four-volume "Great Books of Western Civilization," a work which is at least two centuries out of date as far as the main trends of scientific research and philosophy are concerned. Less absurd cultists, but cultists still, include devotees of Count Alfred Habdank Skardek Korzybski's general semantics. The jacket blurb describes "In the Name of Science" as "an entertaining survey of the high priests and cultists of science, past and present." It is all that and more.

The crank's symptoms are spelled out—"he considers himself a genius," "he works in isolation," "he has strong compulsions to focus his attacks on the greatest scientists and the best-established theories," "he speaks before organizations he himself has founded, contributes to journals he himself may edit." Martin Gardner's book should help all of us to spot crackpot theories whenever they appear. It may even act as a spur to the timorous officials of scientific institutions. Cranks rarely lack guts. Individual scientists, on their side, have not hesitated to attack pseudo-science. But their organizations tend to maintain a dignified aloofness and there is nothing more futile in a fight, which is what this is going to be. Meanwhile pseudo-scientists prosper, scientists lose public esteem, and science and all rational disciplines suffer —in uncourageous silence.

Okefenokee Swamp

By Daniel Whitehead Hicky

HERE is a world which slowed the hands of time,
Choked back the seasons, the minutes and the hours,
Bound east and west by crocodile and slime,
Northward and south by cypress and scarlet flowers.

Here thin moons ripen as a lily will
Shredded by shadows on the blackened glass
Of stagnant rivers; slumbering copperheads coil
Where spiders break green backbones of the grass.

There is a music here lost long to man,
Silence beyond a mortal's heart to know;
Flash of swift wings afire, the secret span
Of feathers drifting white as drifts of snow.

Yet always fear, fear burning when quiets cease
Over the hyacinths breathing with guarded breath,
This wild world knowing, as other worlds, that peace
Trembles red-eyed before the claws of death.

JUST PUBLISHED —
Studies in the Structure OF THE
American Economy
By WASSILY LEONTIEF,
author of *The Structure of the American Economy*, with members of the Harvard Economic Research Project

This new book presents for the first time the findings of intensive four-year inter-industry research. It includes both theoretical and empirical applications of the input-output analysis and shows how to apply this method to a study of the entire business structure: to specific industries; to inter-regional problems; to consumption and demand. This important advance in the co-ordination of economic fact and theory will provide businessmen, government experts and students of economics with a practical new approach to immediate and long-range economic problems. Tables and charts.
561 pages. $11.00

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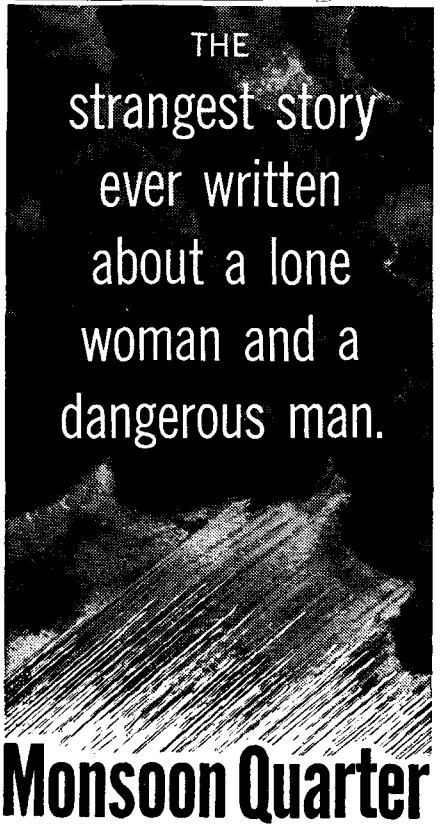

Monsoon Quarter
A novel by MARION LOWNDES
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From Archontes to Ylem

THE HISTORY OF ASTRONOMY. By Giorgio Abetti. Translated by Betty Burr Abetti. New York: Henry Schuman. 500 pp. $6.

By Robert H. Baker

BRIEF accounts of the development of astronomy are not numerous. This book may well find a place on the desk of the astronomer and in the library of the general reader. It is written by the Italian astronomer who is the director of the Arcetri Observatory and who is well known for his studies of the sun. The English translation is by his wife, Betty Burr Abetti, and makes clear, pleasant reading.

The first part of the book treats of ancient astronomy, chiefly from Thales to Ptolemy and his geocentric system of the planetary motions, and also of medieval astronomy up to the time of Copernicus. In this part the author seems to be guided mostly by the writings of Schiaparelli, to whom he frequently refers. The second part, which seems to the reviewer to be the best written, is entitled "The Reformation of Astronomy." It describes the contributions of the sequence of scholars from Copernicus to Newton, who substituted the heliocentric for the geocentric system and a dynamical for the earlier kinematical explanation of the planetary motions.

The third part discusses the more modern era, beginning with Newton's successors and ending formally with the close of the nineteenth century. Here, in describing the celebrated achievements of his compatriot Schiaparelli, the author dismisses the controversial canals of Mars as illusions. Some astronomers will wish to defer final judgment on the status of the canals, at least until further photographic studies of the planet can be made at its next close approach in 1956.

The concluding part of the book is about the astronomy of the present century. The first of its three divisions describes the "location, equipment, and methods of some modern observatories." Here and elsewhere the writing seems to be dated somewhat before the time of publication. We read, for example, that the forty-eight-inch telescope on Palomar Mountain is under construction, and that the 200-inch telescope will make it possible to penetrate the universe almost twice as far as we can now do.

The less systematic discussion of present-century astronomy is explained by Dr. Abetti at the beginning of the division entitled "Hale, Eddington, and Twentieth-Century Concepts." He says: "We shall try to give an over-all glance at the results obtained in relatively recent times up to the present without pretending to give the complete picture either of the subject-matter or of the persons." Even so, a little more emphasis could profitably have been placed here on the recent spectacular disclosures concerning the larger-scale features of the universe. The current contributions to knowledge of the galactic system and the extragalactic systems, the discovery of the two types of stellar population and their distribution, and the apparently fruitful reawakening of interest in problems of cosmic evolution—these are among the new developments which are in striking contrast to the plodding advances made by the many centuries of effort that have preceded. They offer the opportunity for a fine climax to the story of astronomy.

The concluding division of the book mentions the organization of the International Astronomical Union. It is heartening that this group of specialists from many nations, some of them politically unfriendly to others, can gather to discuss the progress and the future of their science. The tabulation of the titles of the various Commissions of the Union and the brief summaries of their activities will acquaint the reader with some of the current problems of astronomy.

Robert H. Baker has written many books on astronomy, including "The Universe Unfolding," "When the Stars Come Out," and "Introducing the Constellations."

Just Published

HERE are some of the more important books of general interest published this week. In many instances a more extended notice will be published in an early issue.

A CENTURY OF CONFLICT. By Stefan T. Possony. Chicago: Henry Regnery Co. $7.50. A study of Communist tactics from 1848 to 1950 as related to the aim of world revolution.

THE CHALLENGE. By Phyllis Bottome. New York: Harcourt, Brace & Co. $4.75. The well-known British novelist tells of the years she spent battling tuberculosis. A warm, intimate, and inspiring journal.

A CHRISTIAN COMMENTARY ON COMMUNISM. By Edward Rogers. New York: Frederick A. Praeger. $3.50. A relentless scrutiny of Communistic ideas from the Greeks to the times of Marx. Reverend Rogers aims to demonstrate the "shrewd sanity of the Christian fathers" as against the "non-moral" materialists.

FREEDOM AND AUTHORITY IN EDUCATION. By G. H. Bantock. Chicago: Henry Regnery Co. $4.50. In this discussion of significant theories of education, modern progressive notions are scored for emphasizing methods rather than ends.

HISTORY OF THE JEWS. By Paul Goodman. New York: E. P. Dutton & Co. $3.50. A revised and updated edition of a standard, well-written history of the Jewish people.

I DREAMT REVOLUTION. By William Reswick. Chicago: Henry Regnery Co. $4.50. A correspondent recounts the stormy days in Russia after the death of Lenin. An original memoir by a former right-wing Bolshevik.

LEIBNITZ AND THE SEVENTEENTH CENTURY. By R. W. Meyer. Chicago: Henry Regnery Co. $5. Leibnitz's philosophical views examined in their European setting in the period following the Thirty Years' War.

THE LIFE AND THOUGHT OF FRANZ ROSENZWEIG. By Nahum N. Glatzer. New York: Farrar, Straus & Young. $6. A portrait of a nineteenth-century German who found greater rewards in religious than academic pursuits.

MY BROTHER BILL. By Ruth Mitchell. New York: Harcourt, Brace & Co. $4.50. Billy Mitchell, head of World War I's Army Air Corps, has become the symbol of supremacy-through-airpower. This biography gives the reader a closeup of his dynamic personality.

REACHING OUT IN MANAGEMENT. By William B. Given, Jr. New York: Harper & Bros. $2.50. A practical approach to the problems of management and employee relationship outlined by the chairman of the board of the American Brake Shoe Corp.

THE RUHR. By Norman J. G. Pounds. Bloomington: Indiana University Press. $4. The history of the Ruhr area, long an industrial bone of contention between France and Germany, is detailed and amplified by some first-hand observations based on extensive interviews.

SIR CHARLES NAPIER AND SIND. By H. Y. Lambrick. New York: Oxford University Press. $9. The availability of original material has prompted a reevaluation of the "Sind Affair," which formed an explosive chapter in nineteenth-century British-Indian history.

THE SPIRIT OF ROMANCE. By Ezra Pound. New York: New Directions Press. $4. First printed in 1910, these literary essays are again available. In revised form, they deal with the Provençal Troubadours, and Medieval French, Spanish, and Italian poetry.

THE THIRD FORCE IN CHINA. By Carson Ching. New York: Bookman Assoc. $4.50. A review of China's recent history by a representative of the Chinese Democratic-Socialist Party, which is modeled on Western democratic lines. Mr. Ching contends that neither Nationalist Chiang Kai-shek nor Communist Mao Tse-tung truly speak for China's 450 million people.

THOSE ROCKEFELLER BROTHERS. By Joe Alex Morris. New York: Harper & Bros. $3.50. The lives of John D. Rockefeller, Jr.'s five sons and their activities.

TO THE ACTOR. By Michael Chekhov. New York: Harper & Bros. $3. No amount of book larnin' will make an actor. Yet the advice given here by a thoroughly experienced theatrical figure is varied, provocative, and of definite interest to those in the acting profession and those aspiring to be.

WOODROW WILSON'S CHINA POLICY. By Tien-yi Li. New York: Bookman Assoc. $4.50. An historian's analysis of American-Chinese relations from 1913 to 1917.

THE WORLD OF SILENCE. By Max Picard. Chicago: Henry Regnery Co. $2.50. Mystic ruminations on the golden aspects of philosophic and utopian silence inspired by a revulsion from our material and noisy world.

YOUR WAR FOR PEACE. By General Frank L. Howley. New York: Henry Holt & Co. $2.75. The former military governor of Berlin points to the weakspots in our Western Europe policies, and offers remedial suggestions. —S. M.

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Science Book Notes

ABC's OF ASTRONOMY: Peter van de Kamp, director of Swarthmore College's Sproul Observatory, has added to the current bumper crop of good astronomy books for the general reader with one called **"Basic Astronomy"** (Random House, $3.75). In it he touches on all important phases of research in his field but never plunges so deeply that his audience cannot follow him. He proceeds from the earth outward, from our solar system to other suns of the Milky Way galaxy, and on to other galaxies which lie at the very edge of the observable universe. It also deals with "the discovery of unseen objects in the stellar world." Many stars, far more than was generally accepted a decade or so ago, are not actually single bodies but complexes of two or more bodies grouped closely together (that is, closely by astronomical standards). Some of these companion masses may turn out to be planets, and a special section describes new photographic methods for detecting them.

Dr. van de Kemp does not confine himself to techniques and apparatus, however. He discusses current theories and emphasizes their most important consequences. For example, it used to be thought that the solar system originated when a runaway star came close to the sun and pulled enough matter away to form the earth and other planets. This idea does not account for all the facts and has been discarded for a more plausible theory, that the planets condensed like dewdrops from a cloud of matter that once surrounded the sun. The near-collision of the old theory represents a rare event in the universe, and implied that planets and life were also rare. But the new theory describes a much more frequent phenomenon. Clouds and condensations are everywhere—and the odds are that living creatures exist in many millions of distant solar systems.

—JOHN PFEIFFER.

THOUGHTS ACROSS THE SEA: More than six years ago transatlantic telepathy was put to the test. At noon in New York a member of the American Society for Psychical Research thumbed through copies of *Look, The New Yorker, Pageant,* and *Coronet.* On each page she indicated the exact time a certain page was read or picture contemplated. Meanwhile two mediums in London, where it was early evening, concentrated on samples of the reader's handwriting—and described the impressions that passed through their minds. The descriptions were noted and checked with what was being read simultaneously in New York. Dr. J. Hettinger, the London engineer who organized and arranged these tests, discusses his results in **"Telepathy and Spiritualism"** (Roy Publishers, New York, $3.50). Many of his recorded facts are impressive. To cite only one example, when the New York subject looked at an Old Gold advertisement showing two people fishing, one of the mediums remarked: "I am looking at such a lot of goldfish."

Out of 1,069 impressions Dr. Hettinger considered 272 similarly applicable to material actually being examined in the magazines. In a simultaneous control test, 159 impressions had something to do with another magazine which was not being read by the person whose mind was being probed. Is this evidence for long-distance telepathy? The author would say that the question was off the point. He believes that telepathy is an already proved phenomenon and that his tests simply provide further facts. Other scientists do not take so much for granted. They would point out that such experiments involve intricately related factors of chance and interpretation, and that we are not justified in assuming with Dr. Hettinger the existence of "an invisible mental world, interpenetrating the physical one." Whatever your reactions to psychic affairs, however, you will find this book interesting. Together with tests similar to those already described, it includes accounts of the author's efforts to transmit telepathic signals and make contact with the late Sir Oliver Lodge.

—J. P.

STARS AND SAILS: This is an in-between time of year for those sailing enthusiasts who have to earn their living. Memories of last summer's cruises are no longer fresh; next summer is still too far off to begin making new plans. The next best thing is to fill in the time with appropriate post-vacation reading, and **"The Sky and the Sailor"** (Harper, $4) certainly fits under that heading. Its author, H. A. Calahan, is a veteran sailor who has to his credit fourteen other books, most of them about sailing. His latest is a history of celestial navigation which describes the key discoveries in one of man's most important applied sciences and tells the story of those who helped advance—and retard—progress. The villain of the book is the eighteenth-century Astronomer Royal of Great Britain, the Reverend Nevil Maskelyne. The eminent scientist served on the Board of Longitude which, among other things, was appointed to give rewards up to £20,000

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for a timepiece appreciably more accurate than available models.

In 1735 John Harrison, an uneducated carpenter, came up with a promising clock. But Maskelyne, who had also competed for the reward with a clockless and unsuccessful system of his own, did everything he could to stand in his rival's way. The Astronomer Royal manhandled the clock physically as much as he dared and criticized it bitterly. As a result, Harrison had to wait more than thirty-five years before receiving his full reward for designing the first "chronometer." The author makes past personalities come alive in presenting the development of navigation from the days when men sailed without compasses to the present. The future belongs to radar, automatic gyro-controlled steering, and electronic position finding. But not the immediate future: "As long as radio can be jammed or its source demolished by an enemy, celestial navigation will be necessary." The only flaw in this otherwise first-rate book is Mr. Calahan's obsessive resentment of scientists and scholars. His grudge against book-larnin' fills space that might have been devoted to more instructive and more interesting material. —J. P.

NEW VIEWS ON THE ATOM: There was something familiar, almost homey, about the atoms of yesteryear. According to the theories of thirty years ago, they were solid compact particles —invisible, but easy to picture in the mind. Physicists compared them to tiny billiard balls that collided with one another and bounced away again, obeying well-known laws that governed the behavior of large objects. Today all this has changed. The atom is no longer a solid little globe. Even the idea of a nucleus with electrons revolving about it like the planets of the solar system has status for teaching purposes only. We are asked to conceive of the atom as a statistical thing whose electrons can never be located precisely in time and space. There are "electron clouds," "waves of probability," and other equally abstruse notions.

These are the unfamiliar, mathematical concepts of quantum theory, which are not easily visualized in clean-cut physical images. Some people resent them as "too mystical" or esthetically unsatisfying. Others legislate against them; the Nazis did and the Russians do. But students of physics, chemistry, and biology simply learn the concepts and use them—and this audience will profit considerably from Professor C. A. Coulson's book, **"Valence"** (Oxford, $5). The author, a leading British mathematician who recently joined the faculty of Oxford University, has prepared one of the clearest and best organized introductions to quantum theory yet published. The title, "Valence," refers to theories of how atoms join one another to form molecules, a field which can only be understood in terms of the new concepts.

Starting at an elementary level, which means using a minimum of mathematics, Professor Coulson presents the facts which made it necessary to scrap the billiard-ball atom. The old ideas failed to predict new phenomena or account for phenomena already observed in the laboratory. An excellent section is devoted to the famous uncertainty principle, which raises the limits of measurement to the level of a law.

—J. P.

—*From "Stars in the Making."*

The spiral galaxy NGC 2903—"order is a sign of old age."

NEW NOTIONS ABOUT THE UNIVERSE: To most of us evolution means biological evolution, the development of living things on earth. To the astronomer, life is only a recent event in a vast process which involves the organization of atoms into molecules, stars and planets, galaxies. **"Stars in the Making"** (Harvard University Press, $4.25) concerns evolution on the cosmic scale and there is no one better qualified to deal with the subject than Dr. Cecilia Payne-Gaposhkin of the Harvard College Observatory. This authoritative book (the author has been doing astronomical research for more than twenty-five years) is a brilliant example of how to write for students and laymen.

The creation of matter is one of science's unsolved and perhaps unsolvable problems. Current theories, such as the one which postulates that the universe was formed from the explosion of a kind of super-atom, beg the ultimate question by assuming the existence of some starting material and Dr. Payne-Gaposhkin presents but does not defend them. She confines herself to the statement that "information from unstable atoms sets a sort of horizon for the cosmic time scale of less than 10,000 million years." In other words, most of the changes we see through our telescopes are the result of processes which could have taken place within that ample past. As for the future, the galaxies seem to be following a definite pattern of growth.

These star systems probably begin as irregular swirling masses of interstellar dust, pass through a spiral phase, and end up in orderly elliptical shapes. Order is a sign of old age among galaxies, a loss of "enterprise"; a little bit of chaos is a prerequisite for vitality. The bodies that make up the galaxies have individual lifespans: "Probably the birth of a star from dust to luminescence, takes about a million years." Their energy, like that of the H-bomb, comes from the fusion of hydrogen atoms and when this fuel is exhausted, they collapse into white dwarfs. A universe of such burnt-out stars "cannot be rejuvenated . . . fortunately, it is far in the future, further than the time horizon of the past. Perhaps we are wrong in thinking that it can happen at all. Science has a long way to go yet." "Stars in the Making," which includes more than sixty-five unusual photographs, is another first-rate contribution to the Harvard Books on Astronomy series.

—J. P.

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FICTION

(*Continued from page* 21)

he Chinese shopkeeper; Rita and Joe, he Negro couple who unwittingly ielp Tiger recover his sense of reality ind individual importance.

Sookdeo believed that "Wat is to s. must is"; but Joe was not so sure: 'Look how Ah take up meself and eave sweetman life in town, look how Ah leave de boys coasting, and come up here to live wid yuh in de bush! But life is a helluva thing, *oui.*" And Tiger, no less disturbed by the im-)act of accelerating events, learned o read; slowly and imperfectly, under foe's electric bulb read a treatise on oad-building "because he didn't want his thing to happen to him and not now anything about it"—even if the nly job he could get was carrying a heodolite for the American survey-)rs. "What he didn't know hurt him nore than what he knew." But it ook a major tragedy, brought on by he false pride of knowing more than ie could digest, to make Tiger realize hat his destiny lay with his own eople.

One cannot help hoping that Mr. ielvon will come to the same con-lusion regarding his own career—ie is said now to be working in Lon-lon for a British publishing firm—or it would be a fine thing to have rom him, for instance, the saga of ld Sookdeo's young manhood, and o know what happened to Tiger, Jrmilla, and Chandra in the big house Tiger was last seen building brick by)rick.

Fiction Notes

GREEN-EYED MONSTER: John Appleby—whose previous novels "The Barbary Hoard" and the "Arms of Venus" were first-rate additions to literate hase literature—has now attempted change of pace. **"Stars in the Water"** Coward-McCann, $2.75) is a psy-hological study of the disintegration of a personality under the impact of ealousy. When Alan Seton returned rom a two-year stint in Africa, he ound his wife wrapped up in a Lon-lon life that had no room for him. Was she in love with someone else? What about the mysterious phone nessages? And what had happened at hat party? As suspicion builds up Alan finds himself forced into more nd more desperate thoughts and inally desperate action. Mr. Appleby has provided an ironic twist at the nd which may have sounded better to him when he thought of it than it does in execution. In fact, throughout, his work shows the mark of contrivance, relieved only by the effortless charm of his prose. I'm afraid he should return to the chase.

—Edward J. Fitzgerald.

SENTIMENTAL JOURNEY: That spinster schoolteacher who had a lonely and relatively loveless life has inherited some money again and once again is loose on the continent of Europe. The continent of Europe has survived worse things and probably will survive **"Family Album,"** by Antonia Ridge (Harper, $2.75). Miss Ridge's spinster is named Dorothy Durand. Her father had been French and had been estranged from his French family fifty years earlier. Then he and his English wife had died leaving Dorothy to be brought up by a maiden aunt. When the maiden aunt dies—about a third of the way through Miss Ridge's tale—Dorothy sets off for France to find her French relatives. She finds what's left of them and very nice they are, too; she also meets lots of very nice French natives, and a very nice French man who falls in love with her and whom she marries. In fact everything that happens to Dorothy is so nice it's a wonder she didn't get sick to her stomach. There's some travel stuff here that's not too bad but most of the story is about as enlivening as boarding-school breakfast food.

—E. J. F.

PLACE OUT OF TIME: Some twenty-five years ago some of us were fortunate enough to be introduced to the great serpent who eats his own tail and is eternity, and to a place out of time and a time out of place. We began then beating the ears of our fellow men with tales of a wonder work, E. R. Eddison's **"The Worm Ouroborus"** (just republished by Dutton at $5). There was, we said, nothing quite like it. It was, we said further, impossible to describe.

It is about life, love, intrigue, and warfare on the planet Mercury during the years 399 to 403 A.C.C. (Anno Carces Conditae). It is most particularly about the stupendous war that waged in those years between the Demons and the Witches, between the evil Dukes Corus and Corinus of Witchland and the four great Lords of the Demons, Juss, Goldry Bluszco, Spitfire, and Brandoch Daha. It is about beauty and truth and treason and triumph. As James Stephens said when it first appeared, "from whatever heaven Mr. Eddison comes, he has added a masterpiece to English literature." He added a few more

A CHALLENGE TO "NORMALITY" . . . .

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"This stimulating and very readable book is a substantial and suggestive presentation of the principles, techniques and development of group analysis, in which Dr. Trigant Burrow was the pioneer and moving force for over a quarter of a century. Dr. Thompson and Mrs. Sill have rendered a real service by assembling here both illustrative material and professional exposition that make clear the original principles which have guided the movement and the new developments that have grown out of nearly three decades of research and experiment. The book constitutes a valuable contribution in the field of behavior-disorders and must not be ignored by students of social psychology."

Harry Elmer Barnes
Sociologist and Historian

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POOR LITTLE RICH BOY: Walter Karig, who must be at least four people to judge by the diversity of his literary output, has turned serious eyes upon the problems of a sensitive young boy dominated by a forceful, charming, and over-possessive mother. **"Neely"** (Rinehart, $3.50) is the result. Neely is not his hero. Neely is his hero's imaginary playmate. Left very much alone by his busy career-woman mother, fatherless by divorce, and practically friendless because of his mother's over-protective principles, Stanfield Bright invented Neely. At first Neely is a teddy bear. Later—when Stanfield is about twelve—he becomes a dog. Still later he is a fantasy projection which Stanfield, in retreat from his mother, puts upon the girl with whom he fancies himself in love. Mr. Karig had an interesting idea and through most of the book he's worked it out with considerable

New Fiction

Listed below are new works of fiction published this week which we do not have room to review in this issue. In many cases more extended notice will be given in a later number.

AN AFFAIR OF LOVE. By Frank Swinnerton. New York: Doubleday & Co. $3.75. Jim Probity, true to his name, rises above his poor environment through various not uninteresting stages and becomes a journalist in the early part of this century. A leisurely family novel in the British tradition.

THE COMPLETE SHERLOCK HOLMES. By Sir Arthur Conan Doyle. New York: Doubleday & Co. Two vols., $7.50. The master sleuth of them all thinking and fiddling his way through to the solution of cases that have become immortal.

IN THE MORNING LIGHT. By Charles Angoff. New York: The Beechurst Press. $4.50. Mr. Angoff continues the story, begun in "Journey to the Dawn," of an immigrant Russian Jewish family in Boston. This one carries the tale through the First World War and the Depression.

THE LITTLE EMPERORS. By Alfred Duggan. New York: Coward-McCann. $3.50. The doings of the Romans in fifth-century Britain colorfully detailed.

THE WHITE RABBIT. By Bruce Marshall. Boston: Houghton Mifflin Co. $2.75. An exciting story, based on fact, about the work done by R.A.F. man Yeo-Thomas in occupied France during World War II in making the resistance movement effective. The terrors of the German Gestapo and the daily risks run by the brave men of the Resistance are captured here. —S. M.

charm, warmth, and understanding, although he does seem to have stacked the cards against Stanfield and made his mother a pretty improbable monster. It is in the later pages, when Stanfield is nearing twenty and in the Navy that Mr. Karig's invention and understanding seem to fail him. Stanfield's motivations keep getting fuzzier and fuzzier and the story line more inconclusive. One either wants to whack Stanfield back into the world of reality or to push him over the brink into the world of schizophrenia. —E. J. F.

RIDE A NIGHTMARE: The hero of Hans Fallada's last and posthumously published **"The Drinker"** (Didier, $3.50) loses more than a weekend in a grim and terrifying story of mental collapse. Erwin Sommer is an alcoholic. Under the influence of alcohol or driven by need for it, he slips from his position as a successful merchant down a corkscrew path which leads him gradually into nightmarish struggles with dark creatures from the underworld and even more nightmarish struggles with his own tottering reason. In the end, following an attempted murder of his wife, he is arrested and after a period in jail sent to a mental institution for observation. There we are shown in what subtly self-destructive ways he unwittingly insured that he would never emerge into the world again. Mr. Fallada has told his tale with a surrealistic attention to detail that creates an atmosphere of constant tension and horror, reminiscent on a somewhat simpler level of that which pervades Kafka's work. Told in autobiographical form, it is obviously based in part at least on the author's own experiences. He, too, was arrested and imprisoned for an attempted murder. This fact undoubtedly explains the intense realism he is able to bring to his scenes of institution life. The book suffers somewhat from the author's failure to explore—or even to understand, I suspect—the causes of Erwin's decline, but it stands as a telling depiction of the facts of that decline. The translation, by Charlotte and A. L. Lloyd, is admirable, an accomplishment which must have been doubly difficult since the original was written in code while the author was in prison. —Martin Rice.

FARAWAY PLACES

(*Continued from page 35*)

British invasion of Italy, the annihilation of millions of Japanese in Burma Russian tanks swarming toward the German border.

After a time, no one quite believed the padre, but by then, "We had all become sufficiently toughened to the sordidness of our surroundings to be of good heart without the artificial boost of 'Duckworth news'."

In Thailand, Major Fagan was so courageous and gentle that "a complete moron called Rocky Ned, who normally appreciated nothing," called him "a bloody saint."

There were plenty of fools among the prisoners, too, and a great many mistakes were made, both before and after Braddon's imprisonment. Otherwise, Singapore might not have fallen and, if a commissioned officer had not foolishly ordered him to stop running Braddon might not have been a prisoner at all.

Out of his experience, he has written a ruthlessly realistic nonfiction book which nevertheless has the same beautifully light-hearted quality as Tom Heggen's "Mr. Roberts."

Despite a jacket put together by an artist and a copy writer who appear not to have read the text, "The Naked Island" will surely be read by a large number of people, some, I hope, among that growing minority anxious to forget that the Japanese ever acted up in the Pacific.

Notes

EXPLORING THE LAST FRONTIER: The pursuit by explorers of such abstract goals as altitude and depth records, mountain tops, and geographical poles seems to have been almost exclusively characteristic of the last seventy-five years or so. Stimulating mixtures of idealism and patriotism have propelled men like Robert Falcon Scott, Sir Ernest Shackleton, Amundsen, and Admiral Byrd into the last frontier, Antarctica, where until recently there were thought to be none of the material rewards that used to accompany great discoveries. "Stepping Stones to the South Pole," by J. R. Nichol (Library Publishers, New York, $3.75), which gives the history of the conquest of Latitude 90 degrees South, does honor to the spirit of these courageous visionaries, but adds little that is new to the history of exploration. But because the au-

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thor is faithful to the original sources, his narrative makes exciting reading. Quoting liberally from the works of the explorers themselves, he portrays such dramatic events as Shackleton's achievement of the lip of the crater of Mount Erebus, a 13,370-foot active volcano on Antarctica, his voyage in a frail ship's boat across eight hundred miles of polar sea, and his subsequent crossing of the mountainous island of South Georgia to get help for his marooned shipmates, as well as the last, exhausted days of Captain Scott, returning disappointed from the pole after finding Amundsen's cairn there, and dying only eleven miles from his supply depot.

—THOMAS E. COONEY.

EXPLORATION THROUGH THE AGES: Vilhjalmur Stefansson, whose **"Great Adventures and Explorations"** (Dial, $6) has recently been revised and reissued, might well be called a philosopher of exploration. Out of his own experience and his awesome erudition in the literature of discovery he has assembled in this fascinating volume a survey of the great journeys from stone age times to the twentieth century.

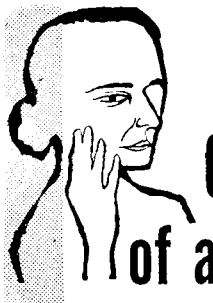
He includes the accounts of such men as the Greek, Pytheas, who explored the Arctic in 330 B.C., as well as the tales of Frobisher, Cook, Balboa, Peary, Scott, and Amundsen. Most of the narratives are in the words of the explorers themselves, with interpretive comment by Mr. Stefansson. These comments reveal what is probably his greatest contribution to the history of exploration, his refreshing confidence in the intelligence and courage of primitive and half-civilized man. He gives

The Criminal Record

The Saturday Review's Guide to Detective Fiction

Title and Author	*Crime, Place, and Sleuth*	*Summing Up*	*Verdict*
NO GRAVE FOR MARCH *M. E. Chaber* (Holt: $2.50)	Yank spy in East Berlin encounters dedicated Reds, willing gal, heroine in distress.	Rough stuff abounds; setting authentic, characters ditto; nice pace.	Good
THE CREEPERS *John Creasy* (Harpers: $2.50)	Burgling gang baffles Yard; murders mushroom as cops trail branded felons.	Police pleasantly human, but culprits, though active, approach fantastic.	Amiably preposterous
THE SHROUD OFF HER BACK *Stephen Ransome* (Crime Club: $2.50)	Swank Penn. cockfighting set jolted when slaughter extends to humans.	Divorce, and so on, adds complications; handling suave, capable.	Smooth
THE RUNAWAY PIGEON *Leslie Edgley* (Crime Club: $2.50)	Mousy Chicagoan shoe-horns into murder plot; gets round trip to Calif.	Adventures edge fantastic, but excitement holds; chase stuff fine.	Brisk mover
EVERY BET'S A SURE THING *Thomas B. Dewey* (S&S: $2.50)	Chi. eye trails woman, kids, to Cal., where hell starts popping.	Nice handling, but some angles take getting used to.	Upsy-downsy (mostly upsy)
WAYLAID IN BOSTON *Elliot Paul* (Random: $2.50)	Homer Evans, fresh from Cal., takes on Beantown case with strong international flavor.	Too many people, too much talk, too much erudition.	Involved
CATCH AS CATCH CAN *Charlotte Armstrong* (Coward McCann: $2.75)	So. Cal. gal, poisoned unawares, leads frantic kin unmerry chase.	Hop-skip-jump treatment; characters oddish; too much writing.	No jolt here
THIS YEAR'S DEATH *John Godey* (Crime Club: $2.50)	N.Y. lady doc tangles with high-finance crowd; cops hinder, help.	Nice job, but violent double switcheroo offers problem.	Mature piece
THE COMPLETE SHERLOCK HOLMES *A. Conan Doyle* (Doubleday: $7.50)	Reissue of two-vol. omnibus; 1,323 pp.; this is the works.	Bedrock for any mystery library; no home complete without.	Age cannot wither

—SERGEANT CUFF.



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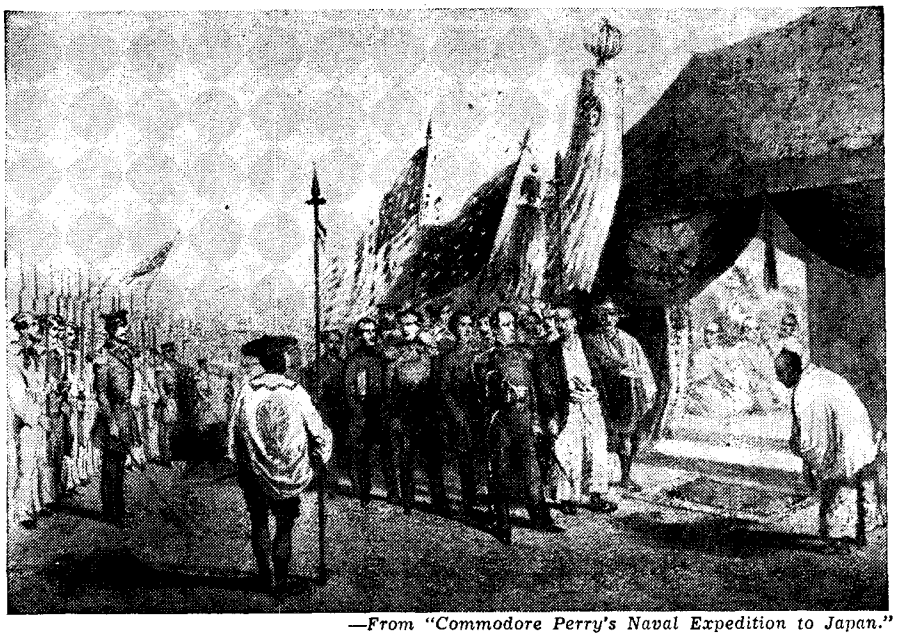

—*From "Commodore Perry's Naval Expedition to Japan."*

Commodore Perry arriving in Japan—"personal and official dignity."

credible evidence for the belief that men in skin boats roamed the Atlantic before the Christian era, details the wide pre-Columbian knowledge of the New World by Europeans, and shows how beautifully Eskimo clothing, diet, and methods of travel are adapted to polar life. While he covers all the historically recognized "discoveries," some of the most intriguing parts of his book are the glimpses into societies isolated from European civilization by space, time, or our own provincialism. Here you can find, for example, what the coast of Northwestern Russia looked like in the ninth century, what became of the flourishing medieval Norse Christian community in Greenland, or how the Polynesians navigated in their great migrations across the Pacific.

—T. E. C.

THE EXPLORER AS SCIENTIST: Parallel with the European discoveries of the New World and the Pacific islands there came a revelation of the world of nature that had lain so long under the mist of erroneous medieval geography. In **"Journey Into Wonder,"** (Dodd, Mead, $4), N. J. Berrill uses the resources of a naturalist and marine biologist to show how the voyages of explorers from Columbus to Amundsen have revealed the movements of air and ocean, the history of animal life, and the story of human migrations over the last half-million years. As the early adventurers penetrated unknown seas and continents, they put to work the new scientific attitudes that came out of the Renaissance. Some, like the warrior Richard Hawkins and the buccaneer Dampier, were genuine scientists, and Mr. Berrill demonstrates that their kind of open-minded inquiry helped advance natural knowledge in three centuries to the point where Darwin's voyage on the *Beagle* could bring modern science to one of its greatest climaxes.

The narrative, stuffed with bizarre facts and curious speculations, tries to evoke the intense and inspirational effect of the learned but familiar essay. Unfortunately, it is not entirely successful in this; it is a little too discursive, its allusions are too studied, and its insistence on the attitude of awe and wonder is too naggingly explicit. These faults, however, are not great enough to spoil the reader's enjoyment of a stimulating account of how the world changed in men's minds from an allegory of divine providence to an insecure beachhead in an impersonal universe.

—T. E. C.

FIRST YANK IN NIPPON: After Commodore Mathew C. Perry penetrated Japan's ancient isolation in the spring of 1854, securing a trade treaty for the United States, he returned to Washington and prepared a voluminous report on his activities and the geography and culture of that then unknown empire. An abridgment of that report, **"Commodore Perry's Naval Expedition to Japan"** (Coward-McCann, $5), has been prepared by Sidney Wallach. The story of the Commodore's patient, resolute, and intelligent dealings with the justifiably suspicious Japanese proves to be absorbing reading. Perry and his aides appear to have had a clearer understanding of Japanese psychology than we did just before World War II. He placed the greatest possible emphasis on ceremony, making his own person an object of awe and reverence as the ambassador of the "ruler" of the United States. This proved to be the correct procedure for getting the Japanese to negotiate for a treaty that was, after all, to their advantage. It is no accident that another high American officer, equally conscious of his personal and official dignity, was successful in imposing the American will on the same defeated but proud empire in 1945.

Although much of the descriptive material has been omitted, we can see ominous notes in retrospect in the eagerness with which the Japanese admired Western machinery, arms, and military organization. But at the same time we get a vivid picture, in a faintly Swiftian narrative style, of a country whose quaint customs, dress, and unfamiliar language strongly suggested one of Gulliver's exotic lands.

—T. E. C.

JUNGLE DOCTOR: The African republic of Liberia enjoys political independence, but the jungle-dwellers of its interior are still bound to their primitive environment. Nowhere is its grip so strong as in the cruel and grotesque pathology of tropical diseases. It was to fight yaws, yellow fever, elephantiasis, dysentery, and leprosy that Dr. Werner Junge went from Germany to Liberia in 1929. His book, **"Bolahun"** (Putnam, $3.75), is ostensibly an account of the eleven years he spent there as a medical missionary, but because he is a man of sympathy, curiosity, and tolerance, he has produced a portrait of savage life worthy of a professional anthropologist. Initiation practices, apparently telepathic communication between natives, and the brutal human sacrifices of the cult of leopard-men all received his open-minded attention.

Completely lacking the ethnocentrism of so many missionaries, he patiently adapted his practice of medicine to the ways of the natives, gradually winning them to European hygiene and the acceptance of drugs and surgery. With extraordinary tact and guile, and occasionally with daring, he competed with his savage medicine-man colleagues without antagonizing them, and even established an obstetrical service in spite of the mortal native taboo against men taking any part in the delivery of babies.

Setting forth all this against a richly detailed background of jungle travel, elephant hunts, army ants, and the outrageous vagaries of Liberian politics, this modest narrative reveals that, like another great German doctor in Africa, the author is a scientist, a philosopher, and a Christian.

—T. E. C.

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In Paper Covers

The Saturday Review's Guide to the Best New Reprints

Title and Author	*Subject*	*Critics' Consensus*
AMERICAN DIPLOMACY 1900-1950 *George F. Kennan* (Mentor: 35¢)	Our recent ambassador to Russia analyzes the diplomacy used by the U.S. during the past half century and urges that we again regard international relations as a problem in power.	Lucid, scholarly, should be read by everyone seriously concerned about our foreign policy.
CANDIDE *Voltaire* (Lion: 25¢)	Through an account of the misadventures of young Candide, Voltaire satirizes the notion that "all is for the best in this best of all possible worlds."	A provocative eighteenth-century classic packaged in an unnecessarily provocative cover.
FAMOUSE CHINESE SHORT STORIES *Retold by Lin Yutang* (Pocket: 35¢)	Twenty old Chinese tales translated and retold freely. Love, the supernatural, adventure, and crime are the dominating themes.	Sophistication and naivete charmingly blended in a fascinating anthology.
THE 42ND PARALLEL *John Dos Passos* (Pocket: 35¢)	The story of three men and two women whose lives cross at the time the U.S. is preparing for World War I. The first panel in Dos Passos's "U.S.A." trilogy.	One of the great American novels of the 1920's.
THE GRASS IS SINGING *Doris Lessing* (Bantam: 25¢)	Enough of the life of Mary Turner, wife of an unsuccessful South African farmer, to explain why she was murdered by a Kaffir houseboy.	Despite its tone of horror and despair, this fine first novel is a compassionate and piercing analysis of the moral disintegration of a woman.
HARPER'S MAGAZINE READER (Bantam: 35¢)	Nineteen articles and essays (Frederick Lewis Allen, Katherine Anne Porter, Henry L. Stimson, Bernard DeVoto, et. al.) on many topics, four short stories (J. D. Salinger, Joyce Cary, et. al.), two poems (W. H. Auden, Peter Viereck).	A fine variety package for literates.
THE LAST ENGLISHMAN *Hebe Weenolsen* (Bantam: 35¢)	Hereward the Wake, returning to Britain from the wars against the Saracens, finds his land confiscated by followers of William the Conqueror. His gallant leadership of the remaining English against the invaders ends in tragedy.	A superior historical novel with many of the qualities of the ballad: colorful, episodic, swift-paced, and little subtlety in character portrayal.
LIE DOWN IN DARKNESS *William Styron* (Signet: 50¢)	The degeneration of a Virginia family told through the stream of consciousness of Milton Loftis as he follows the hearse bearing his beautiful daughter to her grave.	A powerful, poetic first novel in the Thomas Wolfe-William Faulkner tradition.
MY SIX CONVICTS *Donald Powell Wilson* (Pocket: 35¢)	A psychologist reports on the study into the relationship of dope addiction to criminality which he conducted at Fort Leavenworth largely through the stories of his six convict assistants.	Although the authenticity of numerous episodes and details has been questioned, prison experts grant the basic validity of the book's insights and literary critics give it high marks as a rattling good yarn.
SHADOWS MOVE AMONG THEM *Edgar Mittelholzer* (Pocket: 25¢)	The effect of the dense, insect-infested river forest of British Guiana and its moss-covered ruins of Dutch settlements on a British pastor's family and a young man who came to live with them hoping to cure himself of a neurosis about his wife's death.	An exotic, vastly entertaining story told with urbanity and wit.
THE SKY IS RED *Guiseppe Berto* (Signet: 35¢)	Four teen-aged children and the ways (black-marketeering, prostitution, etc.) they followed to eke out a living in a bombed-out Italian city during World War II.	Ugly, tragic material presented tenderly, even a bit sentimentally. Well translated by Angus Davidson.

—RAYMOND WALTERS, JR.

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(Continued on page 66)

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PERSONALS

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WANTED: One cream soup, two cups and saucers, Eloise pattern, Minton. Box N-298.

YOUNG NEGRO, speaks excellent French, Spanish; trained, experienced in horticulture; seeks interesting job. Box N-315.

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ABSOLUTE URBAN TRANQUILITY: Magnificent upper duplex, 8 large rooms, extensive terrace overlooking block-long cloistered gardens and distant shores. Delightful Old Brooklyn Heights, 5 minutes from Manhattan. Box N-314.

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By Doris Nash Wortman

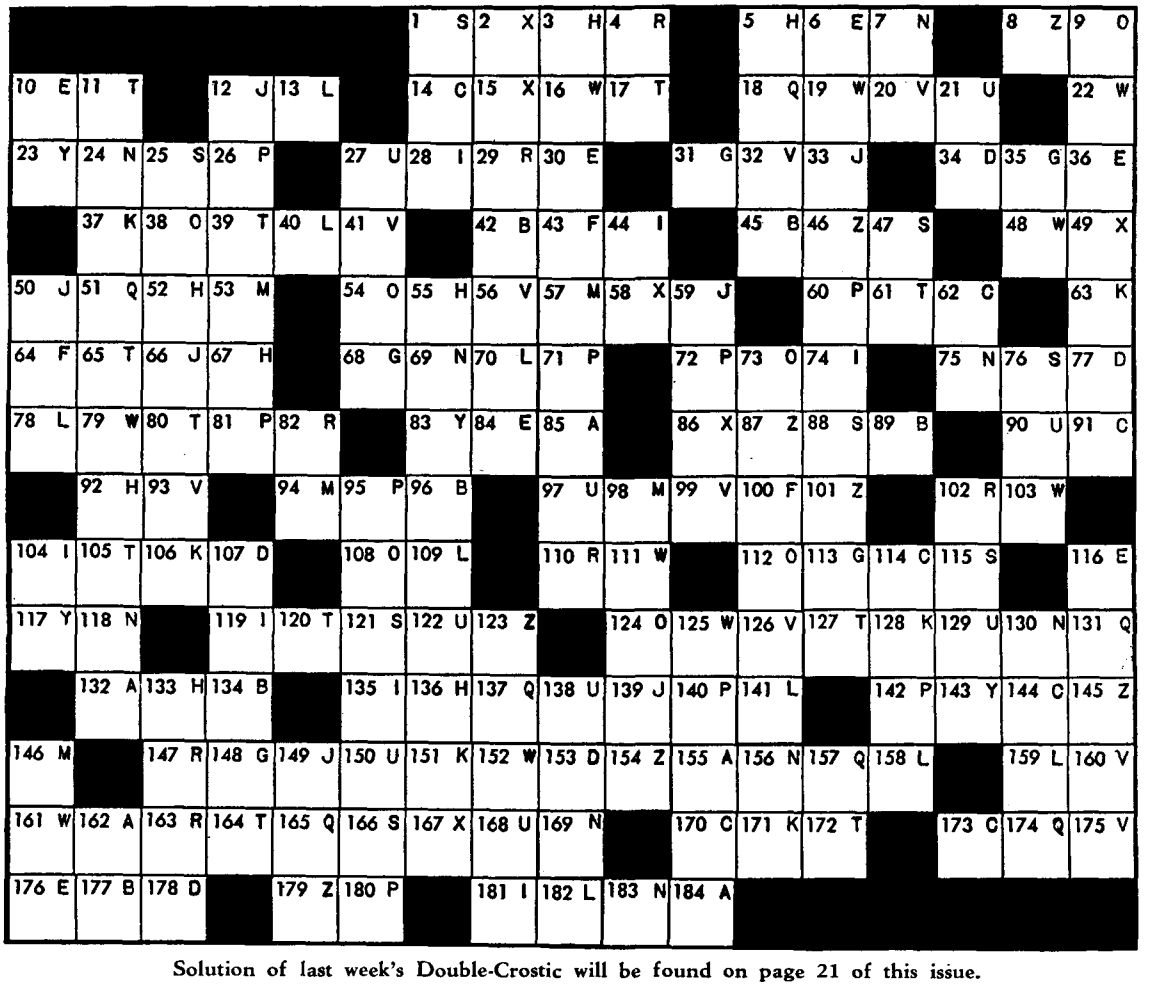
DEFINITIONS	WORDS
A. Netherlands commune, site of "Giants' Caves" mentioned by Tacitus.	132 155 184 162 85
B. Assignor of property (Civil Law).	177 89 134 96 45 42
C. Colleague of Harold Urey or Irving Langmuir.	173 144 62 14 114 91 170
D. Dukedom of Thos. Osborne, who led an exciting life, 1631-1712.	77 178 153 107 34
E. Melancholia.	84 116 6 36 30 176 10
F. Greek letter used to indicate 100.	100 43 64
G. American educator and editor of, among other things, Webster New Int. Dict., Second Edition.	35 148 113 31 68
H. Interlude.	55 133 5 67 136 52 92 3
I. To concentrate in one's possession.	44 135 119 28 181 74 104
J. Dryness, of skin or hair, etc.	50 33 139 12 59 66 149
K. Manifest.	63 171 37 106 128 151
L. Matisse was their leader (2 wds.).	158 78 109 13 70 182 40 159 141
M. Original plant from which the members of a clone have descended.	53 146 98 57 94

DEFINITIONS	WORDS
N. Course of study undertaken by any professional person who feels himself going stale, or left behind by progress.	24 130 156 183 118 169 69 7 75
O. Abandoned forever.	73 38 112 108 124 9 54
P. Poem by Chas. Mackay (1814-89) celebrating trend of American colonization (3 wds.).	26 142 60 95 140 72 81 180 71
Q. Chief link bet. Attica and the Peloponnesus.	51 131 137 174 165 157 18
R. Bombastic.	29 163 102 110 147 4 82
S. One of the current periodicals which record the contemporary scene.	115 121 47 25 1 76 166 88
T. Two words dignifying a color which might otherwise be considered "dirty-looking."	39 17 80 11 172 120 65 61 164 127 105
U. Shepherd who found Romulus and Remus.	27 122 150 97 168 138 129 90 21
V. Wind instrument useful esp. in dance and military bands.	56 99 160 93 126 32 175 20 41
W. State in Brazil and former name of its capital.	161 125 103 16 79 48 22 19 152 111
X. Important part of plant's reproductive system.	15 167 86 2 49 58
Y. Interjection expressing impatience.	83 117 23 143
Z. Capacity for feeling.	46 154 123 8 145 101 179 87

DIRECTIONS

To solve this puzzle you must guess twenty-odd words, the definitions of which are given in the column headed DEFINITIONS. The letters in each word to be guessed are numbered. These numbers appear under the dashes in the column headed WORDS. There is a dash for each letter in the required word. The key letters in the squares are for convenience, indicating to which word in the definitions each letter in the diagram belongs. When you have guessed a word, fill it in on the dashes; then write each letter in the correspondingly numbered square of the puzzle diagram. When the squares are all filled in you will find (by reading from left to right) a quotation from a famous author. Read up and down the letters mean nothing. The black squares indicate ends of words; words do not necessarily end at the right side of the diagram.

When the column headed WORDS is filled in, the initial letters spell the name of the author and the title of the piece from which the quotation has been taken. Authority for spelling and definitions is Webster's New International Dictionary (second edition).



Solution of last week's Double-Crostic will be found on page 21 of this issue.

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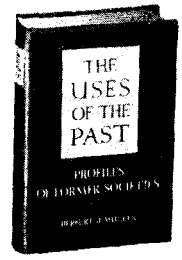

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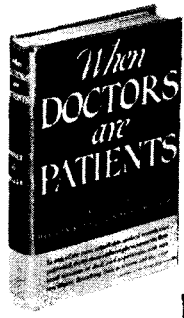

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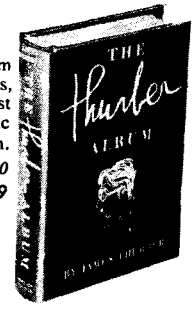

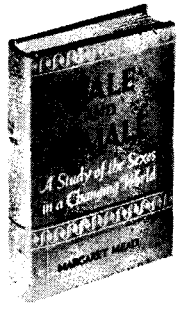

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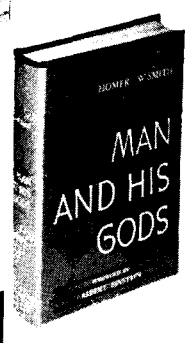

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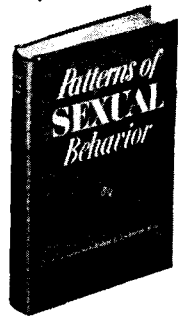

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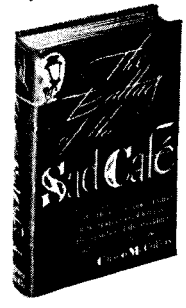

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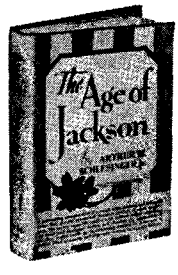

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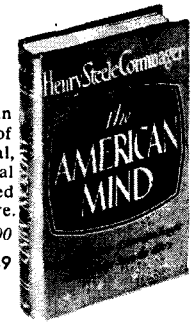

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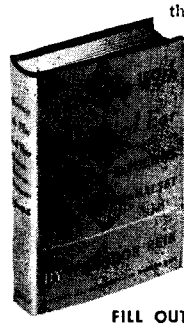

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